



Research Product 98-25

**Direct and Lead Units During
Preparation for the Battle
(Battlefield Function 19)
as Accomplished by a
Forward Support Battalion
Volume 2: Assessment Package**

William J. Mullen III, Sam H. Whitley, and Melissa Anderson
BDM Federal, Inc.

Patrick J. Ford
Human Resources Research Organization

January 1998

Armored Forces Research Unit

U.S. Army Research Institute for the Behavioral and Social Sciences

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REPORT DOCUMENTATION PAGE					
1. REPORT DATE (dd-mm-yy) January 1998		2. REPORT TYPE Final		3. DATES COVERED (from . . . to) July 1995 - July 1997	
4. TITLE AND SUBTITLE Direct and Lead Units During Preparation for the Battle (Battlefield Function 19) as Accomplished by a Forward Support Battalion Volume 2: Assessment Package				5a. CONTRACT OR GRANT NUMBER MDA 903-92-D-0075	
				5b. PROGRAM ELEMENT NUMBER 0602785A	
6. AUTHOR(S) William J. Mullen III (BDM), Sam H. Whitley (BDM), Melissa Anderson (BDM), and Patrick J. Ford (HumRRO)				5c. PROJECT NUMBER A791	
				5d. TASK NUMBER 2228	
				5e. WORK UNIT NUMBER R03	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) BDM Federal, Inc. Human Resources Research 1801 Randolph Road, S.E. Organization (HumRRO) Albuquerque, NM 87106 66 Canal Center Plaza Alexandria, VA 22314				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) U.S. Army Research Institute for the Behavioral and Social Sciences ATTN: TAPC-ARI-IK 5001 Eisenhower Avenue Alexandria, VA 22333-5600				10. MONITOR ACRONYM ARI	
				11. MONITOR REPORT NUMBER Research Product 98-25	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution is unlimited.					
13. SUPPLEMENTARY NOTES Kathleen A. Quinkert, Contracting Officer's Representative					
14. ABSTRACT (<i>Maximum 200 words</i>): The purpose of the overall research program was to document the synchronization required by command and control tasks performed within the armored brigade, to include combat support and combat service support units. The immediate application of the documentation was to support developers of staff training in two related projects: Battle Staff Training System and Staff Group Trainer. The documentation was also intended to assist with the planning and execution of collective training. The documentation approach was to apply function analysis (FA) techniques for battlefield functions (BFs) in the Command and Control battlefield operating system. Thirteen FAs were developed for the brigade headquarters and four supporting units: direct support field artillery battalion, engineer battalion, forward support battalion, and air defense artillery battery. The FAs were revised through a formative evaluation process that included internal review and successive external reviews by combat training centers, proponent agencies, and a review council representing potential users of the FAs. The final products include the FAs, a user's guide, and assessment packages for the BFs. This report provides the assessment package for BF 19 as performed by the forward support battalion.					
15. SUBJECT TERMS Structured Training Staff Training Multiechelon Training Training Strategy Functions Analysis of Functions Command and Control					
SECURITY CLASSIFICATION OF			19. LIMITATION OF ABSTRACT Unlimited	20. NUMBER OF PAGES 172	21. RESPONSIBLE PERSON (Name and Telephone Number) Kathleen A. Quinkert (502) 624-6928/3450
16. REPORT Unclassified	17. ABSTRACT Unclassified	18. THIS PAGE Unclassified			

FOREWORD

One of the goals for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to facilitate the development of training strategies that will serve the needs of the combined arms team today and into the 21st century. The indispensable foundations, the cornerstones, for meeting this goal are solid information and data bases. One such base is a set of comprehensive descriptions of how soldiers accomplish their missions. Many task descriptions have been developed where the focus is on activities within a particular Battlefield Operating System (BOS); these are often further narrowed to one BOS element within one echelon. What have been lacking are function analyses along with task descriptions that have a broader BOS perspective; one which focuses not only on intra-BOS relationships, but also the relationships of that BOS with other BOSs in accomplishing the overall mission. It is this latter perspective which is needed, for example, to define training requirements and strategies for combined arms operations.

The assessment procedures described in this report are based on a function analysis resulting from one of three efforts conducted under the ARI project, “Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST).” The work in this part of ITTBBST is the fifth in a series of ARI projects directed at analyzing the vertical and horizontal synchronization required by combined arms operations. All of the projects have analyzed functions, previously labeled “critical combat functions (CCFs)” and now labeled “battlefield functions (BFs).” The previous projects analyzed: all BFs performed by a heavy battalion task force; a sample of seven BFs performed by an armored brigade; and the integration of fire support BFs as performed by an armored brigade and at echelons higher than brigade. The research in this project analyzed BFs in the Command and Control BOS. Separate coordinated analyses of these BFs were performed for the armored brigade headquarters and four types of supporting units, one of which is the Forward Support Battalion.

The analyses developed in the project have been used in the development of staff training in related projects within the ITTBBST program. In addition, U.S. Army Training and Doctrine Command (TRADOC) representatives have identified a variety of applications by TRADOC training and other developers as well as potentials for collective training management.

ZITA M. SIMUTIS
Technical Director

ACKNOWLEDGMENTS

The assessment package contained in this volume is based on the battlefield function analysis presented in Volume 1. That analysis benefited from considerable dedicated effort on the part of many persons. The efforts of a few of these many persons are specifically and gratefully acknowledged here. An especially key person was MG (Ret) Lon E. Maggart, Commanding General of the U.S. Army Armor Center (USAARMC). Prior to and during the conduct of this effort, he contributed greatly to definition of training needs and concepts in support of Force XXI. He saw that battlefield functional analyses could provide a valuable foundation for Force XXI training development efforts; hence, MG (Ret) Maggart strongly backed these efforts.

COL G. Patrick Ritter and LTC Marvin K. Decker, acting in accordance and agreement with MG (Ret) Maggart's vision, vigorously pursued battlefield function analysis efforts and persevered in ensuring their application to Force XXI training developments. COL Ritter, Director of Directorate of Training Development and Doctrine (DTDD) at USAARMC, and LTC Decker, Chief of DTDD's Force XXI Training Program office, ensured implementation of necessary actions, and the participation of military subject matter experts and potential users of function analysis products as needed to assure quality outcomes.

Among many participants in performing the analyses themselves, and validating their integrity and validity, were members of the Training Directorate at U.S. Army Combined Arms Support Command, DTDD at USAARMC, and Operations Group at the National Training Center (NTC). Final recommendations and approval of these analyses were provided by proponents and users constituting the Force XXI Review Council. Members of the Review Council included: COL G. Patrick Ritter and LTC Marvin K. Decker, USAARMC; LTC James R. Harrison, United States Army Armor School (USAARMS); COL Philip Federle, U.S. Army Engineer School; LTC David M. Annen, U.S. Army Field Artillery School; LTC Larry Newman, U.S. Army Air Defense Artillery School; LTC Roger F. Murtie, National Training Center; LTC Gilbert Pearsall, Joint Readiness Training Center; COL Roger W. Jones, TRADOC Program Integration Office-Army Battle Command System; and COL Robert J. Fulcher, 29th Infantry Regiment.

The research for and preparation of this report benefited immeasurably from the assistance provided by members of the U.S. Army Research Institute. Specifically, the authors would like to acknowledge Dr. Kathy Quinkert for her continual support and guidance. As Contracting Officer's Representative, she interfaced with the Force XXI Training Program (FXXITP) and the Army audience continually in providing program intent. Additionally, Ms. Dorothy Finley is acknowledged for serving as a peer reviewer for the product. She offered constructive comments that have improved both the content and style of the report. Also, special recognition is given to Ms. May Throne, a Consortium Research Fellow from the University of Louisville assigned to Fort Knox, and Ms. Lori Cracknell. Their never ending efforts to assist in the formal production of this report will not soon be forgotten.

DIRECT AND LEAD UNITS DURING PREPARATION FOR THE BATTLE (BATTLEFIELD FUNCTION 19) AS
ACCOMPLISHED BY A FORWARD SUPPORT BATTALION VOLUME 2: ASSESSMENT PACKAGE

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INTRODUCTION

The results of the Army Research Institute's examination of battlefield functions (BFs) relevant to a brigade combat team's combined arms operations are in a series of two volume sets. These sets cover brigade headquarters and the supporting units of air defense artillery battery, engineer battalion, field artillery battalion, and forward support battalion. Volume 1, Function Analysis, identifies and describes information and tasks necessary to accomplish the function. The analysis is targeted at planning and conducting collective training. Volume 2 provides an Assessment Package. It implements an assessment approach that identifies the purpose of the unit's action in relation to the function. This provides a basis for appraising the performance of the function and the outcomes resulting from it. The assessment package is intended to support the conduct of a training event, such as a field training exercise (FTX) or command post exercise (CPX). The package assists assessment planning, data collection, and using the collected data in the conduct of after action reviews (AARs). The materials assume skilled observers who can quickly identify when a unit is performing especially well or not, and, if not, the nature of the problem. Nothing in the Assessment Package can substitute for that expertise. The package adds value to two aspects of assessment. First, consistency in the assessment of multiple observers is facilitated through the consideration of the same outcomes and tasks. Second, efficiency in the assessment and AAR process is enhanced.

This assessment package is for the forward support battalion. It is organized to allow a commander or other observer to consider performance at several levels associated with increasingly focused questions:

- Did the unit achieve the purpose of the BF (e.g., for BF 19, to provide leadership, direction, command, and control during preparation for the battle)?
- If the purpose was not achieved, which outcomes did not occur? (e.g., Did subordinate leaders demonstrate an understanding of the critical elements of their own mission and mission essential tasks, the brigade mission, and the brigade commander's intent?)
- If an outcome did not occur or if performance was exemplary, what components of the outcome (e.g., backbriefs, rehearsals) or clusters of tasks (e.g., rehearsal tasks related to level of participation, priority of tasks, and realism) were notable strengths or weaknesses?

The tools provided in this Assessment Package include:

- Worksheet: This provides a means to record brief answers to each of above three questions.

- **Assessment Strategy and Assessment Scale:** The Strategy section advises where assessment personnel should be stationed to both observe performance, and review incoming information and outgoing products. The Assessment Scale can be used to assign evaluative ratings to both observations and products.
- **Outcome Assessment Observations and Diagnostic Aids:** These forms guide observers in making their evaluative ratings and then in further specifying, or diagnosing, any weakness in the observed performance.
- **Product Review Measures of Effectiveness:** These forms provide a means for collecting information regarding each of the products. They identify the products to be reviewed, which items to evaluate, and the information to be recorded.

Planning Assessment

The Assessment Strategy tool, briefly noted above, lists all outcomes that could be addressed, suggests where observers should be located, and specifies activities and products to be observed. The strategy helps commanders decide which outcomes should be addressed, guides the estimate of the number of observers and types of enemy forces required, and identifies the relevant assessment tools in the package (e.g., measures of effectiveness, outcome assessment guides, and diagnostic aids).

Conducting AARs

In assessing the training and organizing the AAR, the commander or observer progresses through three decisions. The first decision is whether the function was accomplished and if it should be addressed in the AAR. This decision is typically based on whether the unit accomplished the purpose of the function and the outcomes that support the purpose. The next level of choice is the selection of function outcomes that are appropriate for the AAR. This analysis is supported by objective measures in the Assessment Package's tables and a framework for systematic expert judgment concerning performance related to the outcome. The third level of selection concerns the specific behavior related to the outcome that was pivotal to the unit's success or failure. This selection is aided by data collected in accordance with the observation and product review guides for each component. In complex outcomes, the performance requirements are broken into components to help the commander or other observers focus their attention. In all cases, related tasks and supporting tasks are summarized to describe behavior required to achieve the outcome. Two types of measures help provide the desired consistency and efficiency.

Outcome Assessment Guides. These guides usually require the commander or observer to be present to watch the unit's actions and judge the results. Tasks and supporting tasks associated with each outcome are grouped into likely strengths or weaknesses. The guides are supported by diagnostic aids tied to the function analysis in Volume 1. The diagnostic aids list the tasks and supporting tasks that apply to the outcome components and task summaries.

Product Review Measures of Effectiveness. These measures help anchor the assessment with objective data. The tables associated with the measures of effectiveness should be completed for each event that covers the relevant outcomes. Over time, the measures will provide a context for showing how performance compares with other units or with previous performance by the subject unit. Many of the measures can be completed based on products, so the commander or observer does not have to view the performance. There should, however, be a mechanism in place to collect and process the information before the AAR.

WORKSHEET

MISSION _____
DATE _____
UNIT _____

Briefly state the intents of the division support command (DISCOM) and armored brigade commanders for this mission:

DISCOM commander's intent:

Armored brigade commander's intent:

PURPOSE OF THE BF: To provide command, leadership, and control to the forward support battalion during the preparation phase so all elements operating in the brigade support area (BSA) are ready to support the intent of the supported brigade.

Did the forward support battalion (FSB) commander and staff achieve this purpose? (Circle one:) YES NO

If this performance exceeded the standard, please describe any techniques that enabled superior performance. These are techniques that you believe should be cited in the FSB AAR and, perhaps, relayed through lessons learned agencies to be shared with the rest of the Army.

WORKSHEET (Continued)

Outcome	Achieved?	Notes
OUTCOME 1: The FSB command post (CP) maintains continuous communication with higher, adjacent, and subordinate headquarters.	Y N	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
OUTCOME 2: The battalion commander, staff, and other key individuals within the FSB receive, evaluate, and process timely and accurate information on the adherence to timelines and quality of battle preparation.	Y N	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
OUTCOME 3: Tactically sound recommendations are developed and critical information is communicated by the battalion staff and subordinate leaders.	Y N	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
OUTCOME 4: Sound (feasible, suitable, acceptable) decisions are made by the FSB commander and others within the FSB.	Y N	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

Outcome	Achieved?	Notes
OUTCOME 5: Affected units and personnel receive relevant direction, changes, and refinements to plans in time to perform troop leading procedures and required preparation.	Y N	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
OUTCOME 6: Subordinate leaders demonstrate an understanding of the critical elements of their own mission, the FSB mission, and the FSB commander's intent.	Y N	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
OUTCOME 7: Soldiers and units are disciplined and motivated to accomplish the mission.	Y N	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

ASSESSMENT STRATEGY

Locations to observe unit performance and aspects of that performance relevant to assessment are suggested for each Outcome. The suggested locations and focus/focuses are not meant to be an exhaustive or all inclusive list.

Outcome	Location and Focus of Assessment
OUTCOME 1: The FSB command post (CP) maintains continuous communication with higher, adjacent, and subordinate headquarters.	Focus is on operating and monitoring nets. (Use Table 1) <ul style="list-style-type: none"> • At FSB CP during preparation phase to check communications status. • At selected higher, adjacent, and subordinate headquarters (HQ) to confirm status of communications. • At FSB CP during preparation phase to check security of CP.
OUTCOME 2: The battalion commander, staff, and other key individuals within the FSB receive, evaluate, and process timely and accurate information on the adherence to timelines and quality of battle preparation.	Focus is on situational awareness: Staff collection and use of information, updating of operations and intelligence products, and monitoring of preparation activities. (Use Tables 2, 3, 5, 7, and 8) <ul style="list-style-type: none"> • With opposing forces (OPFOR) and subordinate units to identify changes to mission, enemy, terrain, troops, and time available (METT-T) conditions. • With FSB staff at S2/3 section and operations section to monitor obtaining, evaluating, incorporating, and transmitting information and to check for updates to products. • With commander to monitor information he receives. • At subordinate units to check progress of preparation tasks. • At FSB CP to check accuracy of records on status of preparation.

Outcome	Location and Focus of Assessment
<p>OUTCOME 3: Tactically sound recommendations are developed and critical information is communicated by the battalion staff and subordinate leaders.</p>	<p>Focus is on the staff's providing critical information and recommendations. (Use Tables 3, 5, and 8)</p> <ul style="list-style-type: none"> • With S2/3 to monitor information flow and receipt of responses to CCIR. • With S2/3 to monitor coordination for recommendations from subordinate commanders and receipt of responses to commander's critical information requirements (CCIR). • With commander and staff members to assess quality of recommendations on changes to the FSB plan.
<p>OUTCOME 4: Sound (feasible, suitable, acceptable) decisions are made by the FSB commander and others within the FSB.</p>	<p>Focus is on the commander's assessment and decision making, development of the fragmentary order (FRAGO) (if needed), and the soundness of the modified plan. (Use Tables 2, 3, 5, 6, 7, 8, and 9).</p> <ul style="list-style-type: none"> • With FSB commander to monitor his decisions about whether to use current plan, revise plan, or initiate new plan when changes to METT-T occur. • With FSB commander to monitor decision making process. • With FSB commander during description of concept to assess suitability, feasibility, and acceptability of revised concept. • With FSB commander to assess quality of decisions.
<p>OUTCOME 5: Affected units and personnel receive relevant direction, changes, and refinements to plans in time to perform troop leading procedures and required preparation.</p>	<p>Focus is on the production of the FRAGO, issuing of warning orders (WARNOs) and FRAGOs, and units' taking required actions. (Use Tables 2, 3, 4, 5, 6, 7, and 8)</p> <ul style="list-style-type: none"> • With FSB staff to assess completeness of FRAGO. • With subordinate elements to monitor: <ul style="list-style-type: none"> -- Whether and when elements receive WARNO. -- Whether elements receive FRAGO in time to prepare. -- Whether and when elements receive subsequent FRAGOs. -- Whether directions on preparation issued in response to FRAGO are consistent with FSB commander's intent.

Outcome	Location and Focus of Assessment
<p>OUTCOME 6: Subordinate leaders demonstrate an understanding of the critical elements of their own mission, the FSB mission, and the FSB commander's intent.</p>	<p>Focus is on the demonstration of understanding through briefbacks and during rehearsals. (Use Tables 6 and 7)</p> <ul style="list-style-type: none"> • With FSB commander and selected staff during unit visits to monitor briefbacks and situation reports. • At FSB rehearsal to assess presence and contribution of participants vis a vis the FSB commander's intent and their mission. • At subordinate unit rehearsals to assess how well the planned actions of the participants support the FSB commander's intent. • With subordinate leaders to assess directions and orders they issue to their subordinates so as to verify the leaders' understanding of commander's intent. • With FSB commander when FRAGO is issued to monitor briefbacks.
<p>OUTCOME 7: Soldiers and units are disciplined and motivated to accomplish the mission.</p>	<p>Focus is on actions by the commander and staff to promote discipline and motivation and evidence from units that indicates the level of discipline and motivation. (Use Table 7)</p> <ul style="list-style-type: none"> • With FSB commander to monitor leadership techniques. • With FSB staff to monitor actions in support of morale. • With subordinate units to check for visits by FSB commander or staff. • With subordinate units to assess military courtesy, appearance, and condition of equipment.

ASSESSMENT SCALE

Whenever the unit's performance must be rated with respect to an outcome or component of an outcome, the rating should be on the scale Adequate, Marginal, Not Adequate, defined below. Whenever these ratings are required, the outcome (or component) will be framed in a box with the rating scale, as in this example:

In each case, circle the appropriate rating, using the scale below for guidance:

OUTCOME 1: The FSB command post (CP) and the battalion task force field trains elements maintain continuous communication with higher, adjacent, and subordinate headquarters.	Adequate	Marginal	Not Adequate
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Adequate	Marginal	Not Adequate
The unit can achieve the outcome to standard. Outcome is achieved with no significant shortcomings.	The unit can achieve the outcome with some shortcomings.	The unit cannot achieve the outcome to standard.

Two sub-sections are included with each Outcome's section to assist in the selection of an appropriate rating. These sub-sections should be used if the observer requires more information upon which to base a rating or requires precision to focus planning for training:

- 1) The first sub-section consists of assessment statements which orient the observer on observable performances related to the tasks contributing to achieving the Outcome. The assessment statements were derived by incorporating the substance of several tasks.
- 2) The second sub-section entitled Diagnostic Aid lists the tasks and subtasks supporting that particular Outcome. The diagnostic aid permits selection of specific tasks to facilitate planning future training.

Where appropriate due to complexity, some Outcomes have been divided into outcome components which are assessed separately.

OUTCOME ASSESSMENT OBSERVATIONS AND DIAGNOSTIC AIDS

OUTCOME 1 ASSESSMENT

OUTCOME 1: The forward support battalion (FSB) command post (CP) and the battalion task force field trains elements maintain continuous communication with higher, adjacent, and subordinate headquarters. (Use Table 1)

Assessment Statements

- The FSB CP operates and monitors the following nets:
 - FSB command net.
 - Brigade command net.
 - Fire support voice net.
 - Fire support digital net.
 - Brigade operations and intelligence (O&I) net.
 - DISCOM command net.
 - Brigade administrative and logistics (A/L) net.
- The FSB CP ensures that the following networks are established:
 - Medical operations net to tie division medical elements to the corps medical treatment and evacuation systems.
 - Rear operations communications network.
 - Communications with bases, base clusters, and other units in support of rear area combat operations.
 - Communications in support of counter reconnaissance and surveillance (R&S) operations.
- The FSB S2/3 section enforces the operations security (OPSEC) plan, to include:
 - Communications security measures.
 - Electronics security measures.
 - Control of emanations.
 - Electronic counter countermeasures.
 - Information security measures.
 - Physical security measures.
- BSA and FSB combat service support (CSS) activities take security measures appropriate to the situation.

OUTCOME 1 DIAGNOSTIC AID

OUTCOME 1: The BSA command post (CP) and the battalion task force field trains elements maintain continuous communication with higher, adjacent, and subordinate headquarters.

Task Elements

1. **Forward support battalion command post manages and maintains command, control, and communications.** [Field manual (FM) 101-5, Chap 6, pp. 3-84, 6-2, 6-8, 6-11, 6-33, 6-34, 7-19, C-2, App A and B; FM 63-20, Chap 3, pp. 4-19, 4-25, 5-2, 5-7, 5-8, 5-9, 6-2 and 6-5; Army Training and Evaluation Program (ARTEP) 63-005-MTP (mission training plan), Tasks 63-1-1037, 1038, 1041, 1045 and 1050; Battle Command Techniques and Procedures]
- 1b. FSB CP maintains communications (frequency modulated [FM] radio and multi-channel, wire, messenger) with subordinate units, BSA elements, and supporting and higher headquarters. [FM 63-20, p. 5-2]
- 1b1 The FSB S2/3 section coordinates for the positioning of communications with the brigade signal element supporting the BSA. [FM 63-20, p. 4-25]
 - a) Remote antennas are located at least one kilometer away from FSB CPs.
 - b) Directional antennas are constructed and used.
 - c) Terrain features, such as hills, vegetation, and buildigs, are used to mask transmissions.
 - d) Transmitters are dispersed.
- 1b2 The FSB S2/3 section maintains communications systems for the FSB CP. [ARTEP 63-005-MTP, Task 63-1-1037]
 - a) Monitors all radio networks in order of priority as specified in the FSB operations order (OPORD) and the tactical standing operating procedures (TSOP). [ARTEP 63-005-MTP, Task 63-1-1037]
 - b) Operates the BSA net control station (NCS) in accordance with the TSOP, the OPORD and the signal operating instructions (SOI). [ARTEP 63-005-MTP, Task 63-1-1037]
 - c) Develops an alternate communications plan to be implemented when established methods are disrupted or fail. [ARTEP 63-005-MTP, Task 63-1-1037]
- 1b5 The FSB S2/3 section ensures the establishment of a medical operations net for long-range voice capability to tie division medical elements to the corps medical treatment and evacuation systems. [FM 63-20, p. 4-19]

- 1b7 The FSB CP positions prior to mission execution to exercise command and control (C2) during the transition to battle.
- c) Considerations for positioning the FSB CP: [FM 63-20, pp. 5-7 - 5-9]
 - (1) Position the FSB CP near the center of the BSA perimeter for C2 and security reasons.
 - (3) Ensure that the battalion (Bn) task force (TF) field trains and other units locate their CPs near the rear of their bases, closer to the CP to enhance communications and protection of C2 facilities.
 - (6) Locate the ammunition transfer point (ATP) a minimum of 180 meters from other supplies and 620 meters from the nearest inhabited tent, and, position the ATP adjacent to the maintenance company site to allow the maintenance company, which has the most self-defense assets in the FSB, to provide protection for the austere staffed ATP. The ATP should also be near, but off, the main supply route (MSR) so that the large numbers of corps trailers bringing ammunition into the area do not clog up the MSR and the BSA. [FM 63-20, p. 5-7]
 - (12) Position the signal platoon and military police (MP) platoon headquarters near the FSB CP to enhance support and security.
 - (13) Position units with the heaviest fire power, such as the maintenance company, along the most threatening avenues of approach.
- 1b8 The FSB CP positions to maintain communication and facilitate coordination. [FM 63-20, Chap 3]
- e) Manages communications networks in support of counter R&S operations in order to maintain reporting linkages for critical sources of information.
 - f) Operates and monitors communications nets. [FM 63-20, p. 6-5]
 - (1) The FSB command net.
 - (2) The brigade command net.
 - (3) The DISCOM command/operations net.
 - (4) The brigade A/L net.
 - (5) Rear operations communications net.
 - g) The FSB staff is able to effectively collect, analyze, and pass critical information prior to mission execution.
 - (1) The FSB CP maintains voice communications with higher and subordinate units.
- 1b9 The FSB S2/3 section establishes the rear operations communications network. [ARTEP 63-005-MTP, Task 63-1-1050]
- a) Maintains wire communications with all base cluster operations centers (BCOC) in the BSA. [ARTEP 63-005-MTP, Task 63-1-1050]
 - b) Establishes radio communications with the division rear command post operations center (RCPOC) and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1050]

- c) Develops an alternate communications plan which is implemented when established methods are disrupted or fail. [ARTEP 63-005-MTP, Task 63-1-1050]
- 1c. FSB CP protects friendly C2 while denying the enemy effective C2. [FM 101-5, pp. 7-1 - 7-2; Battle Command Techniques and Procedures]
- 1c3 The FSB S2/3 section continuously monitors operations security (OPSEC) to enforce the OPSEC plan. [ARTEP 63-005-MTP, Task 63-1-1038]
 - a) Communications security measures are enforced to deny friendly information by telecommunications means. [ARTEP 63-005-MTP, Task 63-1-1038]
 - b) Electronics security measures to protect electromagnetic transmissions from enemy identification or location are enforced. [ARTEP 63-005-MTP, Task 63-1-1038]
 - c) Control of electronic emissions is exercised to defeat enemy detection devices. [ARTEP 63-005-MTP, Task 63-1-1038]
 - d) Electronic counter countermeasures (ECCM) are enforced to ensure that the FSB's receipt and transmission of mission-essential information are not disrupted. [ARTEP 63-005-MTP, Task 63-1-1038]
 - e) Information security measures are used to prevent the compromise of classified and nonclassified information. [ARTEP 63-005-MTP, Task 63-1-1038]
 - f) Physical security measures are enforced to prevent espionage, sabotage, or theft at headquarters or support facilities. [ARTEP 63-005-MTP, Task 63-1-1038]
- 2. **Forward support battalion command posts acquire, evaluate, and communicate information and maintain status.** [U.S. Army Training and Doctrine Command (TRADOC) pamphlet (Pam) 11-9, Chap 7 and appendix (App) D; FM 101-5, Chaps 3, 4 and 6, pp. 1-11 - 1-17, 3-50, 5-11, 6-5, 6-7, 6-8, 6-9, 6-11, 6-16, C-4, App A, C and D; FM 63-20, Chaps 7, 8 and 9, pp. 1-5, 2-3, 2-8, 3-2, 3-3, 3-4, 3-5, 5-2, 5-5, 5-6, 5-7, 5-9, 5-10, 5-11, 5-12, 5-13, 5-14, 6-2, 6-3, 6-4, 6-5, 6-6, 6-7, 6-8, 6-9, 7-3, 7-10, 9-11 and B-3; ARTEP 63-005-MTP, Task 63-1-1012, 1022, 1037, 1042, 1050 and 1051)
- 2d. The FSB commander and staff maintain information and status. [FM 63-20, p. 3-11]
- 2d9 The FSB S2/3 section updates communications products. [FM 63-20, p. 6-5]
 - a) Updated signal estimates (may or may not be in written form).
 - b) Communications network overlay, area coverage overlay, and dead space overlay.
 - c) SOIs and secure equipment keying devices.

OUTCOME 2 ASSESSMENT

OUTCOME 2: The battalion commander, staff, and other key individuals within the FSB receive, evaluate, and process timely and accurate information on the adherence to timelines and quality of battle preparation. (Use Tables 2, 3, 5, 7, and 8)

Component A: Commander and staff officers obtain accurate information during preparation.	Adequate	Marginal	Not Adequate
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Assessment Statements

- The FSB commander designates and updates CCIR throughout preparation.
- The FSB commander visits units and checks on preparations.
- All staff officers, liaison officers (LNOs), and subordinate leaders focus information collection according to CCIR.
- CSS officers and sections also collect information to meet administrative and logistics requirements.
- Staff officers continually collect information from each other and external headquarters.
- The FSB CP monitors and eavesdrops on the following nets for information:
 - Brigade command and O&I
 - DISCOM command and O&I.
 - FSB A/L.
 - Subordinate unit command.
- FSB commander and support operations section collect information on brigade CSS status and requirements.

Component B: Staff sections evaluate information and update products.	Adequate	Marginal	Not Adequate
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Assessment Statements

- FSB staff sections update operations, intelligence, and CSS products.
- All FSB staff sections evaluate the following information:
 - Changes to defensive capability and mission preparation.
 - Information pertaining to BSA operations and support to the brigade.
 - Changes to brigade plans
 - Requirements for support of all brigade units.
 - Reports received from subordinate units.

Component C: Commander and staff monitor adherence to timelines and quality of battle preparation.	Adequate	Marginal	Not Adequate
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- The FSB commander visits at least those units that are most critical to the execution of his intent and designates staff and CSM to visit other units.
- The FSB commander, staff officers, and CSM assess units' preparations during visits and inspections.
- The FSB S2/3 section maintains information on preparations for battle:
 - Status of BSA tenant elements' preparation activities.
 - Current and projected defensive capability and status of subordinate units (e.g., greenamber-red).
 - Obstacle and survivability position construction and progress.
 - Utilization of BSA engineer assets and materials.
 - Timeline of FSB preparations for battle.
- The FSB support operations section maintains status boards and charts which track transportation, equipment, and supply status for brigade units.
- The FSB CP and staff provide briefings to the FSB commander on the status of mission preparedness.

OUTCOME 2 DIAGNOSTIC AID

OUTCOME 2: The battalion commander, staff, and other key individuals within the FSB receive, evaluate, and process timely and accurate information on the adherence to timelines and quality of battle preparation.

Task Elements

Component A: Commander and staff officers obtain accurate information during preparation.

1. **Forward support battalion command post manages and maintains command, control, and communications.** [FM 101-5, Chap 6, pp. 3-84, 6-2, 6-8, 6-11, 6-33, 6-34, 7-19, C-2, App A and B; FM 63-20, Chap 3, pp. 4-19, 4-25, 5-2, 5-7, 5-8, 5-9, 6-2 and 6-5; ARTEP 63-005-MTP, Tasks 63-1-1037, 1038, 1041, 1045 and 1050; Battle Command Techniques and Procedures]
 - 1a. FSB CP manages means of command, control, and communications (C3). [FM 101-5, Chap 6, App B and L]
 - 1a4 FSB staff meetings are conducted as directed by the FSB executive officer (XO). [FM 63-20, p. 5-2]
 - a) Each staff officer disseminates information relevant to the entire staff.
 - d) Information is passed to all BSA elements.
 - e) All elements in the BSA will send a representative to the meeting. [FM 63-20, p. 5-2]
 - 1a5 FSB staff huddles are conducted as directed by the FSB XO when time doesn't permit staff meetings. [FM 63-20, p. 5-2]
 - a) Information is shared among staff members.
 - b) Information is passed to all BSA elements.
 - 1a6 Each FSB staff officer identifies information requirements to enable him to coordinate FSB actions and plans, monitor the situation, and direct actions within his areas of responsibilities to: [FM 101-5, pp. 6-33 - 6-34]
 - a) Develop mutual support and to synchronize operations between the FSB and other BSA elements.
 - b) As required, modify FSB preparation activities.
 - c) Support the direction of relevant aspects of FSB preparations.
 - 1a7 Each FSB staff officer ensures that his information requirements are known by the other staff officers. Information is used (as appropriate) to: [FM 101-5, p. 3-84, App A]
 - a) Transform pertinent information into usable data for decision-making. [ARTEP 63-005-MTP, Task 63-1-1045]

- b) Coordinate information exchange within and with higher, adjacent, and subordinate units. [ARTEP 63-005-MTP, Task 63-1-1045]
 - c) Conduct operational briefings, as necessary. [ARTEP 63-005-MTP, Task 63-1-1045]
- 1a8 Each FSB staff officer collects information from the other FSB staff officers and provides information to them. [FM 101-5, p. 3-84]
- 1a9 FSB staff members perform external coordination and liaison to disseminate and collect information relevant to the FSB CCIR and information requirements (IR) and their own information requirements. Such coordination is performed with staff counterparts in higher headquarters, supporting, and supported units. The FSB command section provides staff liaison. [ARTEP 63-005-MTP, Task 63-1-1045]
- 1a10 Each FSB staff officer collects information to answer the FSB CCIR and adjusts information collection efforts to satisfy CCR changes directed by the FSB commander. [FM 101-5, p. 6-8]
- 1b. FSB CP maintains communications (frequency modulated [FM] radio and multi-channel, wire, messenger) with subordinate units, BSA elements, and supporting and higher headquarters. [FM 63-20, p. 5-2]
- 1b6 FSB CP eavesdrops on brigade, DISCOM, and adjacent unit command and operations and intelligence (O&I) nets as sources of information.
- 1b8 The FSB CP positions to maintain communication and facilitate coordination. [FM 63-20, Chap 3]
 - g) The FSB staff is able to effectively collect, analyze, and pass critical information prior to mission execution.
 - (2) The FSB CP receives and disseminates situation updates to allow a smooth transition from the preparation phase to mission execution.
- 2. **Forward support battalion command posts acquire, evaluate, and communicate information and maintain status.** [TRADOC Pam 11-9, Chap 7 and App D; FM 101-5, Chaps 3, 4 and 6, pp. 1-11 - 1-17, 3-50, 5-11, 6-5, 6-7, 6-8, 6-9, 6-11, 6-16, C-4, App A, C and D; FM 63-20, Chaps 7, 8 and 9, pp. 1-5, 2-3, 2-8, 3-2, 3-3, 3-4, 3-5, 5-2, 5-5, 5-6, 5-7, 5-9, 5-10, 5-11, 5-12, 5-13, 5-14, 6-2, 6-3, 6-4, 6-5, 6-6, 6-7, 6-8, 6-9, 7-3, 7-10, 9-11 and B-3; ARTEP 63-005-MTP, Task 63-1-1012, 1022, 1037, 1042, 1050 and 1051)
- 2a. The FSB commander and staff acquire information. [TRADOC Pam 11-9, Chap 7 and App D]

- 2a1 The FSB commander receives and communicates information relative to FSB operations.
- a) The FSB commander alone decides what information is critical to his decision making based on: [FM 101-5, Chap 6 and App C]
 - (1) His mission and intent.
 - (2) The brigade, DISCOM, and division commanders' intents.
 - (3) His experience.
 - b) The FSB commander changes CCIR based on: [FM 101-5, p. 6-9]
 - (1) Prior decisions and requirements for new CCIR to accommodate the progress of the battle or the situation (e.g., changes in battle phasing).
 - (2) Changes to mission, enemy, terrain, troops, and time (METT-T) which alter the FSB commander's information requirements.
 - (a) The FSB commander's visualization of the current and the desired endstate.
 - (b) New guidance or missions from the brigade or the DISCOM commander.
 - c) The FSB staff and subordinate leaders use the CCIR to focus information gathering and immediately communicate mission-critical information that the FSB commander needs to conduct his decision-making process (DMP). [FM 101-5, pp. 6-8, 6-11, 6-16 and C-4]
- 2a2 The FSB S2/3 section receives information:
- a) The FSB S2/3 section identifies information requirements. [ARTEP 63-005-MTP, Task 63-1-1051]
 - (2) Lists priority intelligence requirements (PIR). [ARTEP 63-005-MTP, Task 63-1-1051]
 - (7) Identifies information not yet received from the brigade, the DISCOM, and adjacent units based on previously submitted information queries. [FM 63-20, pp. 5-5 and 5-6]
- 2a3 The FSB S2/3, assistant S2/3 "battle captain," and operations section receive significant changes to combat power and mission preparation.
- a) Direction from the FSB commander. [FM 63-20, p. 5-2]
 - (1) Changes to mission concept.
 - (2) Requirements for information determined during rehearsals and backbriefs.
 - (3) Other guidance and directives.
 - b) New guidance and directives from the brigade S3 and the DISCOM security, plans, and operations (SPO) section (e.g., WARNOs, FRAGOs). [FM 63-20, pp. 3-2 - 3-3]
 - c) Situation updates from the brigade S3 and the DISCOM SPO (e.g., situation reports).

- (1) Changes to the brigade and the DISCOM OPSEC posture which necessitate changes to the FSB OPSEC posture. [FM 63-20, pp. 3-2 - 3-3]
 - (2) Changes to the enemy situation (e.g., enemy reconnaissance activity, electronic warfare activity). [FM 63-20, p. 5-5]
- d) Changes to the FSB companies', subordinate units', and supported units' plans. [FM 63-20, pp. 3-4 - 3-5]
- e) Reports from subordinate BSA units (e.g., FSB companies, MP elements, R&S forces, security elements, other BSA elements): [FM 63-20, p. 5-6]
 - (1) Enemy contact. [FM 63-20, p. 5-5]
 - (2) Results of local security operations. [FM 63-20, p. 5-6]
 - (a) Security patrols.
 - (b) Listening posts (LPs) and observation posts (OPs).
 - (3) Direct fire plans, sector sketches, and other products as directed by the FSB TSOP and the FSB commander. [FM 63-20, p. 5-12 - 5-14]
- f) Updates from the FSB S1/S4 (e.g., operational information) and the support operations section (e.g., information pertaining to support of the brigade). [FM 63-20, p. - 6-8]
 - (1) Personnel and unit status.
 - (2) Vehicle and equipment status.
 - (3) The status of all classes of supply.
 - (4) The status of direct support (DS) mission support.
- g) Updates to the FSB S2/3 about the FSB/BSA communications links and systems. [FM 63-20, p. 6-5]

- 2a4 The FSB S2/3 section, in coordination with the brigade S3 and the brigade fire support officer (FSO), receives significant changes to the fire support plan and supporting documents. [FM 63-20, p. 5-9]
- a) Changes from the FSB commander to guidance, concept of operations, and requirements for fire support information. [FM 101-5, p. 6-7]
 - b) Information which confirms or refutes estimate of fire support requirements. [FM 63-20, pp. 5-11 and 6-5]
 - c) Fire support plans and changes from base clusters in terms of projected target locations, types of targets, and timelines. [FM 63-20, p. 5-11]
 - d) Updates on the positioning and preparation status of observers. [FM 63-20, p. 5-11]
 - e) Target lists to support BSA defense/rear area combat operations (RACO) from the brigade FSO.
 - f) The status and availability of fire support assets designated to provide fire support.

- 2a5 The FSB support operations officer receives information pertaining to support of the brigade efforts on mobility/counter-mobility/survivability (M/CM/S). [FM 101-5, p. 3-50]
- a) Modified combined obstacle overlay (MCOO), M/CM/S plans, expected engineer assets, and a timeline for the BSA from the assistant brigade engineer (ABE).
 - b) Changes from the FSB commander to guidance and mission concept and requirements for information. [FM 63-20, p. 6-2]
 - c) Reports from the brigade engineer on use and employment of engineer systems and the status of equipment.
 - d) Countermobility status.
 - (1) Obstacle/barrier construction starting and completion times.
 - (2) The status of delivery of class (CL) IV and V materials from the division support area (DSA)/corps support area (CSA).
 - (3) Updates on adherence to obstacle preparation timelines.
 - (4) Link-up points and times for delivery of CL IV and V materials to brigade engineers and/or Bn TFs.
 - e) Survivability status.
 - (1) Position construction starting and completion times from engineers and subordinate units.
 - (2) Updates on adherence to survivability position construction timelines.
 - (3) The status on delivery of survivability materials from the DSA/CSA.
 - f) Mobility status.
 - (1) Updates on availability of engineer materials.
 - (2) Updates on availability of engineer systems.
- 2a6 The FSB S2/3 receives significant changes to the FSB and enemy nuclear, biological, and chemical (NBC) status. [FM 63-20, p. 6-5]
- a) Changes from the FSB commander to guidance, mission concept, and requirements for information. [FM 63-20, p. 6-2]
 - b) NBC warning and reporting system (NBCWRS) updates. [FM 63-20, p. 6-5]
 - c) Status and location updates for NBC equipment and supplies from subordinate units and the FSB S4. [FM 63-20, p. B-1]
 - d) The status and location updates of decontamination assets from the FSB S4 and decontamination unit leaders. [FM 63-20, p. B-3]
 - e) NBC monitoring and surveillance reports from subordinate units. [FM 63-20, p. 6-5]
 - f) The brigade vulnerability analysis. [FM 63-20, p. B-1]

- 2a7 The FSB S2/3 section and the BSA air defense (AD) element receive significant changes to FSB status and information about enemy air capabilities. [FM 63-20, pp. 5-9 - 5-10]
- a) Changes from the FSB commander to guidance, mission concept, and requirements for information. [FM 63-20, p. 6-2]
 - b) Disposition of air defense artillery (ADA) assets from the subordinate AD elements.
 - c) ADA weapons systems and ammunition status from supporting ADA elements.
 - d) Intelligence information from the brigade air defense artillery liaison officer (ADALO).
 - e) Information from the FSB S2/3 and intelligence section which confirms or refutes the estimate of ADA requirements.
 - f) Weapons control status from the area AD commander.
 - g) AD warning system updates from the brigade ADALO.
 - h) Changes in positions of FSB assets to be defended.
 - i) Changes to the FSB companies' and subordinate units' plans in terms of projected locations, routes, and timelines.
- 2a8 The FSB S2/3 receives significant changes to FSB communications capabilities. [FM 63-20, p. 6-5]
- a) Changes from the FSB commander to guidance, mission concept, and requirements for information. [FM 63-20, p. 6-2]
 - b) The status of communications links from FSB CPs to brigade and DISCOM CPs from the FSB communications section. [FM 63-20, p. 6-5]
 - c) The disposition and status of communications assets from the brigade signal officer (Bde SO) DISCOM communications-electronics signal officer (CESO), and the signal battalion S3. [FM 63-20, p. 6-5]
 - d) Updates from subordinate units on communications status.
 - (1) The status of communications links from FSB/BSA CPs.
 - (2) Equipment (secure and non-secure).
 - (3) SOL.
 - (4) Availability of subordinate unit communications personnel.
 - e) Intelligence information from the brigade and the DISCOM SOP. [FM 101-5, App A]
 - f) Information from the FSB XO about changes to proposed FSB CP locations and projected timelines.
- 2a9 FSB staff officers (S1, S2/3, S4, support operations officer, battalion maintenance officer, and chaplain) receive changes to CSS status.
- a) Guidance from the FSB commander relevant to mission concept and requirements for information. [FM 63-20, p. 6-2]
 - b) Information from MPs, R&S elements, Army aviation, and other FSB/BSA units directed to support FSB RACO. [FM 63-20, pp. 5-5 - 5-6]
 - c) The status of CSS elements operating in the BSA. [FM 63-20, p. 6-6]

- d) The status from the Bn TFs' field trains CPs on: [FM 63-20, p. 6-6]
 - (1) Requirements for reconstitution of basic loads.
 - (2) Stock piling of classes of supplies to support emergency resupply and the mission.
- e) Medical, maintenance, transportation, and supply updates from the FSB support operations section and the brigade S4. [FM 63-20, pp. 6-5 - 6-7]
- f) The status of transportation assets and compliance with movement schedules. [FM 63-20, pp. 6-6 - 6-7]
- g) Enemy prisoner(s) of war (EPW) processing and evacuation information from subordinate units and brigade MPs. [FM 63-20, p. 5-10]
- h) Updates from the FSB supply company commander: [FM 63-20, Chap 7]
 - (1) Positioning and status of logistics release points (LRPs) and resupply assets.
 - (2) The status of CL III supplies, 5,000 gallon tankers, and tractors.
 - (3) The status of ATPs and CL V supplies.
 - (4) The status of CL IV & V barrier supplies.
 - (5) The status of all other supplies.
- i) Updates from the FSB maintenance company commander: [FM 63-20, Chap 8]
 - (1) Positioning and status of maintenance support teams (MST).
 - (2) The status of DS jobs involving the brigade commander's maintenance priorities.
 - (3) The status of CL IX supplies.
- j) Updates from the medical company commander: [FM 63-20, Chap 9]
 - (1) Positioning and readiness of medical assets.
 - (a) Forward aid station.
 - (b) Main aid station.
 - (c) Ambulances and ambulance exchange points (AXPs).
 - (d) Patient decontamination sites.
 - (2) The status of the capability to receive casualties.
 - (3) Reports on casualty tracking.
- k) Updates from the FSB battalion maintenance officer (BMO) and the support operations section. [FM 63-20, pp. 6-6 - 6-7]
 - (1) The status and positioning of maintenance assets.
 - (a) Maintenance elements.
 - (b) Recovery assets.
 - (c) Heavy equipment transporters (HETs) for equipment transfer.
 - (2) Capability to recover and perform maintenance on FSB and supported units vehicles and equipment.

- 2a10 FSB company commanders and other subordinate leaders (including security and R&S forces) send reports to the FSB commander, FSB CPs, and adjacent units (reporting according to the FSB TSOP). [FM 63-20, pp. 5-12 - 5-14]
- a) Progress of mission preparation and compliance with FSB timelines.
 - b) Fire support preparedness. [FM 63-20, p. 5-13]
 - (1) Are targets identified and assigned target numbers?
 - (2) Are targets observed and are observers trained in calling for and adjusting fires?
 - (3) Do observers have necessary communications equipment?
 - c) Actions taken to detect, destroy, and repel enemy elements entering the BSA sector. [FM 63-20, p. 5-13]
 - d) Results of internal rehearsals, including modifications to subordinate unit plans. [FM 63-20, p. 5-11]
 - e) Local security operations. [FM 63-20, p. 5-13]
 - (1) Patrols.
 - (2) LPs and OPs.
 - (3) Reaction forces.
 - f) FSB company commanders and subordinate unit leaders, to include TF field trains elements, coordinate with the FSB S2/3 and the FSB staff to deconflict terrain requirements and projected locations for units and systems operating in their areas. [FM 63-20, pp. 5-11 and 5-13]
- 2a11 The FSB support operations officer coordinates with the brigade S3 and the brigade S4 to acquire information pertaining to requirements to conduct refuel on-the-move (ROM) operations:
- a) Number of routes of march on which to conduct ROM operations.
 - b) Rate of march (kilometers per hour).
 - c) March unit interval.
 - d) Serial interval.
 - e) Number of vehicles per march unit.
 - f) Number of ROM sites along each route of march.
 - g) Number of refuel points at each ROM site.
 - h) Amount of fuel (in terms of minutes of fuel flow) which will be allowed for each vehicle at each ROM site.
 - i) Estimated amount of fuel required at each ROM site.
 - j) Anticipated MP assistance at the ROM sites.
 - k) Anticipated AD coverage required at each ROM site.
 - l) Anticipated communications requirements at each ROM site.
 - m) Anticipated maintenance and recovery requirements at each ROM site.

- n) Priority of vehicles to be refueled.
- 4. **The forward support battalion commander directs changes to the operation or plan.** [FM 101-5, pp. 4-7 - 4-60, 6-33 and C-2, App B and H; FM 63-20, p. 6-2; ARTEP 63-005-MTP, Tasks 63-1-1013, 1022 and R326]
- 4e. The FSB staff coordinates internally and with higher, supported, and supporting elements to integrate the FSB FRAGO. [FM 101-5, App B]
- 4e7 The FSB commander attends the brigade FRAGO briefing (if brigade issued a FRAGO).
- 5. **The forward support battalion commander directs and leads subordinate forces.** [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]
- 5c. The FSB support operations section directs subordinate elements providing CSS direct support for conduct of brigade combat operations. This includes coordination for all aspects of support for brigade combat and combat support elements (e.g., DS field artillery battalion and engineer battalion).
- 5c3 The FSB support operations section directs logistical support during the brigade's preparation for battle.
 - b) The FSB support operations section directs CL II support. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (1) Monitors requisitions and issues between maneuver brigade units and the FSB headquarters and supply company for compliance with sustainment controls in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1029]
 - c) The FSB support operations section directs the CL III system. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (1) Identifies all sustainment controls and priorities set forth in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (6) Monitors daily consumption reports from the FSB headquarters and supply company to the division material management center (DMMC) to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (7) Maintains current storage capabilities of the FSB headquarters and supply company and the maneuver battalions. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (8) Monitors maneuver battalions' basic load status in coordination with the brigade S4 to ensure that they are maintained at prescribed levels. [ARTEP 63-005-MTP, Task 63-1-1026]

- d) The FSB support operations section coordinates CL III support activities. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (2) Monitors CL III requisitions and issues from distribution points to Bn TFs to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (6) Monitors CL III distribution point(s) daily status reports to verify current bulk and packaged CL III levels. [ARTEP 63-005-MTP, Task 63-1-1026]
- e) The FSB support operations section coordinates CL III support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (5) Maintains current revisions to customer support lists that reflect changing operational requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1026]
- f) The FSB support operations section coordinates CL III support during defensive operations, including retrograde. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (2) Monitors the petroleum, oil, and lubricant (POL) portion of push-packages to ensure that required amounts are forwarded until units request suspension of delivery through the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- h) The FSB support operations section directs CL IV support. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (1) Monitors requisitions and issues between brigade units and the FSB headquarters and supply company for compliance with sustainment controls as established by the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1029]
- j) The FSB support operations section coordinates CL IV and V activities in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (2) Monitors CL V requisitions and issues from the ATP to Bn TFs to ensure compliance with established sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (7) Monitors levels by inspecting the ATP daily stockage report to the DMMC division ammunition officer (DAO). [ARTEP 63-005-MTP, Task 63-1-1027]
- k) The FSB support operations section coordinates CL V support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (1) Identifies all sustainment controls and priorities set forth by the brigade OPORD or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (2) Identifies location(s) and amounts of all stockpiled ammunition located in the BSA or other forward locations. [ARTEP 63-005-MTP, Task 63-1-1027]
- o) The FSB support operations section directs CL VII support. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (1) Monitors battle loss reports to identify CL VII replacement requirements. [ARTEP 63-005-MTP, Task 63-1-1029]

- p) The FSB support operations section directs water support operations. [ARTEP 63-005-MTP, Task 63-1-1030]
 - (1) Maintains current locations of all water points in the BSA and in the DSA. [ARTEP 63-005-MTP, Task 63-1-1030]
- q) The FSB support operations section directs maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (1) Identifies all sustainment controls and priorities in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (2) Maintains current location(s) of all BSA maintenance elements and the locations of all supporting elements in the DSA. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (3) Maintains status of Bn TF's prescribed load list (PLL) in coordination with the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (4) Maintains status of the capabilities of the maintenance system, to include equipment, personnel, and vehicles. [ARTEP 63-005-MTP, Task 63-1-1028]
- r) The FSB support operations section coordinates maintenance support activities. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (1) Monitors battle damage assessment and repair (BDAR) efforts of subordinate elements to ensure that the focus is on the equipment and weapon systems that have an immediate effect on the combat mission. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (4) Monitors cannibalization activities at maintenance collection points to ensure compliance with the brigade's and division's disposition instructions. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (7) Monitors repair parts supply system for compliance with issue controls and priorities as directed by the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (9) Inspects the authorized stockage list (ASL) change list in coordination with the FSB maintenance company to ensure that only essential items are retained. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (10) Monitors automated maintenance management system output data to assist in forecasting requirements, scheduling workloads, reducing backlogs, and analyzing performance indicators. [ARTEP 63-005-MTP, Task 63-1-1028]
- t) The FSB support operations section coordinates maintenance support during defensive and retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (7) Identifies all units within the BSA that have recovery capabilities. [ARTEP 63-005-MTP, Task 63-1-1028]
- v) The FSB support operations section directs BSA health service support (HSS) operations. [ARTEP 63-005-MTP, Task 63-1-1031]
 - (1) Monitors patient evacuation operations in coordination with the FSB medical company to ensure maximum efficiency of available evacuation assets. [ARTEP 63-005-MTP, Task 63-1-1031]

- w) The FSB support operations section directs medical supply and maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1031]
 - (1) Monitors requisitions and issues from the FSB medical company to Bn F's aid stations to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1031]
- x) The FSB support operations section directs and maintains status of BSA transportation assets. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (1) Maintains current locations of all BSA transportation assets and locations of all transportation activities supporting the BSA. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (2) Maintains BSA transportation capabilities by reviewing the logistics statistics (LOGSTAT) report from subordinate and brigade units in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1033]
- y) The FSB support operations section directs GRREG support in the BSA. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (1) Maintains current locations of GRREG collection points in the BSA and DSA. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (2) Monitors GRREG operations at BSA collection point(s) to ensure compliance with directed policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (4) Monitors graves registration (GRREG) records and reports to ensure compliance with regulations, the FSB TSOP, and the brigade service OPORD. [ARTEP 63-005-MTP, Task 63-1-1034]

Component B: Staff sections evaluate information and update products.

- 2. **Forward support battalion command posts acquire, evaluate, and communicate information and maintain status.**
[TRADOC Pam 11-9, Chap 7 and App D; FM 101-5, Chaps 3, 4 and 6, pp. 1-11 - 1-17, 3-50, 5-11, 6-5, 6-7, 6-8, 6-9, 6-11, 6-16, C-4, App A, C and D; FM 63-20, Chaps 7, 8 and 9, pp. 1-5, 2-3, 2-8, 3-2, 3-3, 3-4, 3-5, 5-2, 5-5, 5-6, 5-7, 5-9, 5-10, 5-11, 5-12, 5-13, 5-14, 6-2, 6-3, 6-4, 6-5, 6-6, 6-7, 6-8, 6-9, 7-3, 7-10, 9-11 and B-3; ARTEP 63-005-MTP, Task 63-1-1012, 1022, 1037, 1042, 1050 and 1051)
- 2b. The FSB commander and staff evaluate information.
- 2b1 The FSB staff analyzes the best means of gathering information to satisfy the commander's:
 - a) CCIR.
 - b) PIR.
 - c) Essential elements of friendly information (EEFI).
 - d) Friendly forces information requirements (FFIR).

- 2b2 Battlefield indicators of enemy activities are evaluated by the FSB S2/3 section to determine enemy intentions. [FM 101-5, p. 6-7]
- 2b3 The FSB S2/3 section analyzes information: [FM 101-5, p. 6-9; FM 63-20, pp. 5-5 - 5-6]
- a) The FSB S2/3 section maintains status on NBC weapons usage or activity as prelude to offensive operations.
 - b) The FSB S2/3 section verifies reports for pertinency, reliability, and accuracy. [ARTEP 63-005-MTP, Task 63-1-1051]
 - c) The FSB S2/3 section inspects weather reports for data that could have significant effects on the BSA security. [ARTEP 63-005-MTP, Task 63-1-1037]
 - d) The FSB S2/3 section identifies significant effects of weather. [ARTEP 63-005-MTP, Task 63-1-1051]
 - e) The FSB S2/3 section inspects intelligence summaries and reports for pertinency to BSA operations and security. [ARTEP 63-005-MTP, Task 63-1-1037]
- 2b4 The FSB S2/3, assistant S2/3 “battle captain,” and operations section evaluate changes to defensive capability and mission preparation.
- a) Impact of information which confirms or refutes intelligence preparation of the battlefield (IPB) information relative to achieving the FSB commander’s intent. [FM 63-20, p. 6-2]
 - b) Guidance, direction, and information comparing desired FSB endstates with what is possible based on the current FSB situation, trends, and the FSB defense and support plan. [FM 63-20, pp. 5-9 - 5-14]
 - (1) Defensive positions.
 - (2) Fire support.
 - (3) Engineer support.
 - (4) CSS.
 - (5) Security measures.
 - (6) Other.
 - c) Impact of changes to the FSB plans on subordinate units and supported units’ plans. Capability to correct all identified base defense weaknesses in coordination with base commanders. [ARTEP 63-005-MTP, Task 63-1-1050]
- 2b5 The FSB S2/3 section, in coordination with the brigade S3 and the brigade FSO, evaluates changes to the fire support plan and supporting documents. [FM 63-20, p. 5-9]
- 2b6 The FSB S2/3 and the support operations officer evaluate information pertaining to the BSA and brigade M/CM/S efforts: [FM 101-5, p. 3-50]

- b) The FSB support operations officer evaluates information pertaining to support of the brigade engineer's M/CM/S efforts. [FM 101-5, p. 3-50]
 - (1) Guidance, direction, and information comparing brigade and task force commanders' desired endstates with what is possible based on current situation, trends, and engineer plan.
 - (2) Actual progress on engineer tasks in the Bn TFs' areas compared to timelines and required endstates.
 - (3) The FSB's operational stockage levels based on review of combat service support control system (CSSCS) reports to ensure that assets exceed requirements. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (4) In coordination with the DISCOM movement control officer (MCO), the support operations officer monitors the transportation movement system to ensure that required supplies and equipment arrive in the BSA in time for the FSB to provide support to the brigade in a timely manner. [ARTEP 63-005-MTP, Task 63-1-1022]

- 2b7 The FSB S2/3 section evaluates changes to the FSB, enemy NBC status, and transmits information. [FM 63-20, p. 6-5]
 - a) Identifies established policies and procedures located in the TSOP. [ARTEP 63-005-MTP, Task 63-1-1012]
 - b) Identifies NBC threat capabilities and recommended countermeasures by reviewing the supported brigade's NBC vulnerability analysis. [ARTEP 63-005-MTP, Task 63-1-1012]
 - c) Identifies potential targets in the brigade rear for enemy nuclear and chemical weapons. [ARTEP 63-005-MTP, Task 63-1-1012]

- 2b8 The FSB S2/3 section analyzes information concerning enemy air capabilities. [FM 63-20, p. 5-9]

- 2b9 The FSB S2/3 section analyzes significant changes to the FSB communications capabilities. [FM 63-20, p. 6-5]

- 2b10 The FSB S1 evaluates changes to CSS plans and transmits logistical information.
 - a) The FSB S1 section performs strength accounting. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (1) Consolidates subordinate elements' strength reports. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (2) Cross-checks casualty witness statements, medical aid stations, and MP straggler control point reports to confirm casualty and duty status of individuals. [ARTEP 63-005-MTP, Task 63-1-1042]
 - b) The FSB S1 section inspects standard installation and division personnel system (SIDPERS) personnel transaction registers to resolve strength imbalances. [ARTEP 63-005-MTP, Task 63-1-1042]
 - c) The FSB S1 section monitors implementation of the medical support plan to ensure that adequate medical support is provided to all subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1042]
 - d) The FSB S1 section coordinates schedules, locations and capabilities of internal medical support with the supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]

- e) The FSB S1 section monitors implementation of the battle stress management plan to ensure that adequate medical support is provided to subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1042]
- 2b11 The FSB S4 section evaluates changes to CSS plans pertaining to internal FSB maintenance, transportation, and supply requirements. [AN]
- 2b12 The FSP support operations section evaluates changes to medical, maintenance, transportation, and supply requirements of the supported brigade. [AN]
- 2b13 The FSB support operations officer evaluates external support requirements for conducting ROM operations:
 - a) Number of ROM sites along each route of march.
 - b) Number of refuel points at each ROM site.
 - c) Amount of fuel (in terms of minutes of fuel flow) which will be allowed for each vehicle at each ROM site.
 - d) Anticipated MP assistance at the ROM sites.
 - e) Anticipated AD coverage required at each ROM site.
 - f) Anticipated communications requirements at each ROM site.
 - g) Anticipated maintenance and recovery requirements at each ROM site.
- 2b14 The FSB staff analyzes reports received from subordinate units.
- 2c. The FSB commander and staff distribute information.
- 2c6 The FSB S2/3 section coordinates BSA pre-engagement preparation measures.
 - a) The FSB S2/3 section plots location(s) of threat force on the situation map(s) as spot reports (SPOTREPs) are received. [ARTEP 63-005-MTP, Task 63-1-1050]
 - f) The FSB S2/3 section prepares intelligence summaries (INTSUMs). [ARTEP 63-005-MTP, Task 63-1-1051]
- 2d. The FSB commander and staff maintain information and status. [FM 63-20, p. 3-11]
- 2d1 The FSB S2/3 section performs tactical support area duties related to information management which facilitate FSB internal operations. [ARTEP 63-005-MTP, Task 63-1-1037]
 - a) Maintains current staff journal(s) which reflect significant developments. [ARTEP 63-005-MTP, Task 63-1-1037]

- b) Maintains current situation(s) map(s) which depicts enemy and friendly locations that affect BSA and FSB operations (all entries are posted within 50 meters of actual locations). [ARTEP 63-005-MTP, Task 63-1-1037]
- c) Maintains section workbook(s) that contains incoming messages and reports under the appropriate heading and cross-references. [ARTEP 63-005-MTP, Task 63-1-1037]
- d) Maintains current journal files that contain material necessary to support all daily staff journal entries. [ARTEP 63-005-MTP, Task 63-1-1037]
- e) Maintains current NBC situation maps and overlays. [ARTEP 63-005-MTP, Task 63-1-1037]

2d2 The FSB S2/3 section maintains a current operations and intelligence map.

- a) Operations overlay (FSB, higher, and adjacent units).
- b) Intelligence overlay.
- c) Situation template overlay.
- d) Event template.
- e) MCOO.
- f) NBC overlay.
- g) CSS overlay.

2d3 The FSB S2/3 section maintains information.

- a) Intelligence information from the brigade and the DISCOM.
- b) Information on external units conducting R&S and security operations to prevent fratricide.
- c) Dispositions and status of patrols and other R&S and security forces.
- d) Status of BSA tenant elements' preparation activities to ensure compliance with stated mission timelines.
- e) Current and projected defensive capability, status of subordinate units (e.g., green-amber-red).
- f) Obstacle and survivability position construction and progress as compared to timelines.
- g) Utilization of BSA engineer assets and materials as compared to timelines.
- h) Decision support templates (DST).
- i) Plans map (with overlays for future operations).
- j) Synchronization matrix.
- k) Situation map with current friendly and enemy locations. [ARTEP 63-005-MTP, Task 63-1-1051]

2d4 The FSB S2/3 section maintains current IPB as products are disseminated by the division RCPOC and the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1050]

- 2d5 The assistant FSB S2/3 “battle captain” and the FSB operations section update operational information and products.
- a) DST.
 - b) Synchronization matrix.
 - c) Operational graphics.
 - d) Updated operations estimates (may or may not be in written form).
 - e) FSB status boards and charts which track combat power and preparation status.
 - f) Timeline of FSB preparations for battle.
 - g) The FSB operations journal/log.
- 2d6 The FSB S2/3 section, in coordination with the brigade S3 and the brigade FSO, updates the fire support plan and supporting documents. [FM 63-20, p. 5-9]
- a) Updated fire support estimates (may or may not be in written form).
 - b) Fire support execution matrix (FSEM).
 - c) Target lists.
 - d) Fire support graphics.
 - e) Fire support coordinating measures.
 - f) Observation plan.
- 2d7 The FSB S2/3 section updates NBC status and products. [FM 63-20, p. 6-5]
- a) Updated NBC estimate (may or may not be in written form) and mission-oriented protective posture (MOPP) analysis.
[FM 63-20, pp. B-1 - B-2]
 - b) Enemy NBC capabilities.
 - c) NBC equipment and supplies inventories. [FM 63-20, p. B-4]
 - d) NBC overlays and graphics.
- 2d8 The FSB S2/3 section and BSA ADA element update ADA products. [FM 63-20, pp. 5-9 - 5-10]
- a) Updated AD estimates (may or may not be in written form).
 - b) ADA coverage.
 - c) ADA C2 system.
 - d) Friendly air corridors.
 - e) Probable enemy air routes into the FSB area.
 - f) FSB weapons control and ADA warning status.

- 2d9 The FSB S2/3 section updates communications products. [FM 63-20, p. 6-5]
- a) Updated signal estimates (may or may not be in written form).
 - b) Communications network overlay, area coverage overlay, and dead space overlay.
 - c) SOIs and secure equipment keying devices.
- 2d10 FSB staff officers (S1, S2/3, S4, support operations officer, BMO, chaplain) maintain logistical information and status.
- a) The FSB S4, S2/3, and the support operations officer update transportation information and status. [FM 63-20, pp. 6-6 - 6-8]
 - (1) Transportation portion of updated CSS estimate (may or may not be in written form).
 - (2) Schedules and priorities.
 - (3) The status of supplies, equipment, and materials requiring transport.
 - (4) Availability of ground transport assets.
 - (5) Availability of air transportation assets (from the brigade S3 Air or the DISCOM SPO section).
 - (6) Logistics package (LOGPAC) convoys organization, loads, times, and schedules. [FM 63-20, p. 5-7]
 - (7) The transportation recovery plan and the back-haul plan. [FM 63-20, p. 6-6 - 6-7]
 - (8) MSR and alternate supply route (ASR) traffic and route conditions.
 - b) The FSB S4 and the support operations officer update supply information and status.
 - (1) Supply portion of updated CSS estimate (may or may not be in written form).
 - (2) Combat basic loads (e.g., vehicles uploaded with CL V; vehicles topped off with CL III) and on-hand supply status of subordinate and supported units. [FM 63-20, p. 6-6]
 - (3) The configuration and location of immediate and emergency resupply (CL III and V) loads and push packages.
 - (4) Organizational and DS CSS supply assets.
 - (5) Supply priorities as directed by the division, brigade, DISCOM, and FSB commanders.
 - c) The FSB S1 section updates personnel information internally and with the brigade S1. [FM 63-20, pp. 6-2 - 6-4]
 - (1) Personnel portion of updated CSS estimate (may or may not be in written form).
 - (2) Personnel status of subordinate and supported units.
 - (3) Casualty feeder reports.
 - (4) Reception and processing of replacements.
 - (5) Forecast of replacements.
 - (6) Personnel actions (awards, decorations, promotions, legal action).
 - (7) EPW processing and evacuation.
 - (8) Soldier morale and welfare activities.
 - d) The FSB BMO and the support operations officer update maintenance information. [FM 63-20, pp. 6-6 - 6-8]

- (1) Maintenance portion of updated CSS estimates (may or may not be in written form).
 - (2) Number and type of systems on hand and operational.
 - (3) Systems non-mission capable and repairable.
 - (4) Projections for repair and return of fighting vehicles and equipment.
 - (5) On-hand CL IX, authorized stockage list (ASL), and prescribed load list (PLL) stockage levels.
 - (6) Maintenance activities performed by company maintenance teams (CMT) and maintenance support teams (MSTs), including the location of the maintenance activities.
 - (7) Maintenance priorities and guidelines as directed by the FSB commander and the brigade commander.
 - e) The FSB support operations officer and medical company commander update medical information. [FM 63-20, p. 6-7]
 - (1) Medical portion of updated CSS estimates (may or may not be in written form).
 - (2) CL VIII stock availability and resupply activities. [FM 63-20, p. 9-11]
 - (3) The status of wheeled and tracked ambulances.
 - (4) The status of patient holding capability.
 - f) The FSB commander and the support operations section direct and coordinate division-level logistics and HSS operations for the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (1) Maintain current logistics and HSS situation map with all unit and facility locations posted within 50 meters. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (2) Maintain current customer list that reflects changing requirements, workloads, and priorities of tactical operations. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (3) Maintain the current FSB support overlay which shows locations of logistics and HSS facilities and their hours of operation. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (4) Monitor status reports from subordinate elements to determine if requirements exceed capabilities. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (6) Maintain a current mission-essential item chart which reflects short supply items, command controlled items, and current equipment combat losses. [ARTEP 63-005-MTP, Task 63-1-1022]
 - g) The FSB support operations section coordinates FSB logistics and HSS system support with the FSB S1 and S4 sections. [ARTEP 63-005-MTP, Task 63-1-1022]
 - h) The FSB S2/3 section and S4 section update RACO information. [FM 63-20, pp. 5-9 - 5-14]
- 2d11 The FSB S1 section updates the battalion master strength report to reflect current status of all FSB soldiers. [ARTEP 63-005-MTP, Task 63-1-1042]

- 2d12 The FSB S2/3 and the support operations sections maintain the status of all ground units moving through the brigade rear. [FM 63-20, p. 5-7]
5. **The forward support battalion commander directs and leads subordinate forces.** [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]
- 5b. The FSB S2/3 section coordinates base cluster defensive activities. [ARTEP 63-005-MTP, Task 63-1-1050]
- 5b1 Conducts base assessment of each base and its defense measures to ensure compliance with the BSA rear operation plan. [ARTEP 63-005-MTP, Task 63-1-1050]
- 5c. The FSB support operations section directs subordinate elements providing CSS direct support for conduct of brigade combat operations. This includes coordination for all aspects of support for brigade combat and combat support elements (e.g., DS field artillery battalion and engineer battalion).
- 5c3 The FSB support operations section directs logistical support during the brigade's preparation for battle.
- c) The FSB support operations section directs the CL III system. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (5) Maintains current location(s) of CL III supply points in the BSA and supporting elements in the DSA. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (7) Maintains current storage capabilities of the FSB headquarters and supply company and the maneuver battalions. [ARTEP 63-005-MTP, Task 63-1-1026]
 - e) The FSB support operations section coordinates CL III support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (5) Maintains current revisions to customer support lists that reflect changing operational requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1026]
 - i) The FSB support operations section directs the CL IV and V system. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (3) Maintains current locations of all ATPs, corps ammunition supply points (ASP), and other stockpiles that are located in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (4) Maintains current CL IV and V stockage levels of all brigade units. [ARTEP 63-005-MTP, Task 63-1-1027]
 - p) The FSB support operations section directs water support operations. [ARTEP 63-005-MTP, Task 63-1-1030]

- (1) Maintains current locations of all water points in the BSA and in the DSA. [ARTEP 63-005-MTP, Task 63-1-1030]
- q) The FSB support operations section directs maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (2) Maintains current location(s) of all BSA maintenance elements and the locations of all supporting elements in the DSA. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (3) Maintains status of Bn TF's PLL in coordination with the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (4) Maintains status of the capabilities of the maintenance system, to include equipment, personnel, and vehicles. [ARTEP 63-005-MTP, Task 63-1-1028]
- r) The FSB support operations section coordinates maintenance support activities. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (9) Inspects the ASL change list in coordination with the FSB maintenance company to ensure that only essential items are retained. [ARTEP 63-005-MTP, Task 63-1-1028]

Component C: Commander and staff monitor adherence to timelines and quality of battle preparation.

- 2. **Forward support battalion command posts acquire, evaluate, and communicate information and maintain status.**
[TRADOC Pam 11-9, Chap 7 and App D; FM 101-5, Chaps 3, 4 and 6, pp. 1-11 - 1-17, 3-50, 5-11, 6-5, 6-7, 6-8, 6-9, 6-11, 6-16, C-4, App A, C and D; FM 63-20, Chaps 7, 8 and 9, pp. 1-5, 2-3, 2-8, 3-2, 3-3, 3-4, 3-5, 5-2, 5-5, 5-6, 5-7, 5-9, 5-10, 5-11, 5-12, 5-13, 5-14, 6-2, 6-3, 6-4, 6-5, 6-6, 6-7, 6-8, 6-9, 7-3, 7-10, 9-11 and B-3; ARTEP 63-005-MTP, Task 63-1-1012, 1022, 1037, 1042, 1050 and 1051)
- 2a. The FSB commander and staff acquire information. [TRADOC Pam 11-9, Chap 7 and App D]
- 2a3 The FSB S2/3, assistant S2/3 "battle captain," and operations section receive significant changes to combat power and mission preparation.
 - f) Updates from the FSB S1/S4 (e.g., operational information) and the support operations section (e.g., information pertaining to support of the brigade). [FM 63-20, p. - 6-8]
 - (1) Personnel and unit status.
 - (2) Vehicle and equipment status.
 - (3) The status of all classes of supply.
 - (4) The status of direct support (DS) mission support.
 - g) Updates to the FSB S2/3 about the FSB/BSA communications links and systems. [FM 63-20, p. 6-5]

- 2a4 The FSB S2/3 section, in coordination with the brigade S3 and the brigade FSO, receives significant changes to the fire support plan and supporting documents. [FM 63-20, p. 5-9]
- d) Updates on the positioning and preparation status of observers. [FM 63-20, p. 5-11]
 - e) Target lists to support BSA defense/RACO from the brigade FSO.
 - f) The status and availability of fire support assets designated to provide fire support.
- 2a5 The FSB support operations officer receives information pertaining to support of the brigade efforts on M/CM/S. [FM 101-5, p. 3-50]
- a) Modified combined obstacle overlay (MCOO), M/CM/S plans, expected engineer assets, and a timeline for the BSA from the assistant brigade engineer (ABE).
 - c) Reports from the brigade engineer on use and employment of engineer systems and the status of equipment.
 - d) Countermobility status.
 - (1) Obstacle/barrier construction starting and completion times.
 - (2) The status of delivery of CL IV and V materials from the DSA/corps support area (CSA).
 - (3) Updates on adherence to obstacle preparation timelines.
 - (4) Link-up points and times for delivery of CL IV and V materials to brigade engineers and/or Bn TFs.
 - e) Survivability status.
 - (1) Position construction starting and completion times from engineers and subordinate units.
 - (2) Updates on adherence to survivability position construction timelines.
 - (3) The status on delivery of survivability materials from the DSA/CSA.
 - f) Mobility status.
 - (1) Updates on availability of engineer materials.
 - (2) Updates on availability of engineer systems.
- 2a6 The FSB S2/3 receives significant changes to the FSB and enemy NBC status. [FM 63-20, p. 6-5]
- b) NBC warning and reporting system (NBCWRS) updates. [FM 63-20, p. 6-5]
 - c) Status and location updates for NBC equipment and supplies from subordinate units and the FSB S4. [FM 63-20, p. B-1]
 - d) The status and location updates of decontamination assets from the FSB S4 and decontamination unit leaders. [FM 63-20, p. B-3]
 - e) NBC monitoring and surveillance reports from subordinate units. [FM 63-20, p. 6-5]
 - f) The brigade vulnerability analysis. [FM 63-20, p. B-1]

- 2a7 The FSB S2/3 section and the BSA AD element receive significant changes to FSB status and to enemy air capabilities. [FM 63-20, pp. 5-9 - 5-10]
- b) Disposition of ADA assets from the subordinate AD elements.
 - c) ADA weapons systems and ammunition status from supporting ADA elements.
- 2a8 The FSB S2/3 receives significant changes to FSB communications capabilities. [FM 63-20, p. 6-5]
- b) The status of communications links from FSB CPs to brigade and DISCOM CPs from the FSB communications section. [FM 63-20, p. 6-5]
 - c) The disposition and status of communications assets from the brigade signal officer (Bde SO) DISCOM CESO, and the signal battalion S3. [FM 63-20, p. 6-5]
 - d) Updates from subordinate units on communications status.
 - (1) The status of communications links from FSB/BSA CPs.
 - (2) Equipment (secure and non-secure).
 - (3) SOL.
 - (4) Availability of subordinate unit communications personnel.
- 2a9 FSB staff officers (S1, S2/3, S4, support operations officer, battalion maintenance officer, and chaplain) receive changes to CSS status.
- b) Information from MPs, R&S elements, Army aviation, and other FSB/BSA units directed to support FSB RACO. [FM 63-20, pp. 5-5 - 5-6]
 - c) The status of CSS elements operating in the BSA. [FM 63-20, p. 6-6]
 - d) The status from the Bn TFs' field trains CPs on: [FM 63-20, p. 6-6]
 - (1) Requirements for reconstitution of basic loads.
 - (2) Stock piling of classes of supplies to support emergency resupply and the mission.
 - e) Medical, maintenance, transportation, and supply updates from the FSB support operations section and the brigade S4. [FM 63-20, pp. 6-5 - 6-7]
 - f) The status of transportation assets and compliance with movement schedules. [FM 63-20, pp. 6-6 - 6-7]
 - g) EPW processing and evacuation information from subordinate units and brigade MPs. [FM 63-20, p. 5-10]
 - h) Updates from the FSB supply company commander: [FM 63-20, Chap 7]
 - (1) Positioning and status of LRPs and resupply assets.
 - (2) The status of CL III supplies, 5,000 gallon tankers, and tractors.
 - (3) The status of ATPs and CL V supplies.

- (4) The status of CL IV & V barrier supplies.
 - (5) The status of all other supplies.
 - i) Updates from the FSB maintenance company commander: [FM 63-20, Chap 8]
 - (1) Positioning and status of maintenance support teams (MST).
 - (2) The status of DS jobs involving the brigade commander's maintenance priorities
 - (3) The status of CL IX supplies.
 - j) Updates from the medical company commander: [FM 63-20, Chap 9]
 - (1) Positioning and readiness of medical assets.
 - (a) Forward aid station.
 - (b) Main aid station.
 - (c) Ambulances and AXPs.
 - (d) Patient decontamination sites.
 - (2) The status of the capability to receive casualties.
 - (3) Reports on casualty tracking.
 - k) Updates from the FSB battalion maintenance officer (BMO) and the support operations section. [FM 63-20, pp. 6-6 - 6-7]
 - (1) The status and positioning of maintenance assets.
 - (a) Maintenance elements.
 - (b) Recovery assets.
 - (c) HETs for equipment transfer.
 - (2) Capability to recover and perform maintenance on FSB and supported units' vehicles and equipment.
- 2a10 FSB company commanders and other subordinate leaders (including security and R&S forces) send reports to the FSB commander, FSB CPs, and adjacent units (reporting according to the FSB TSOP). [FM 63-20, pp. 5-12 - 5-14]
- a) Progress of mission preparation and compliance with FSB timelines.
 - b) Fire support preparedness. [FM 63-20, p. 5-13]
 - (1) Are targets identified and assigned target numbers?
 - (2) Are targets observed and are observers trained in calling for and adjusting fires?
 - (3) Do observers have necessary communications equipment?
 - d) Results of internal rehearsals, including modifications to subordinate unit plans. [FM 63-20, p. 5-11]
 - e) Local security operations. [FM 63-20, p. 5-13]
 - (1) Patrols.
 - (2) LPs and OPs.

(3) Reaction forces.

2b. The FSB commander and staff evaluate information.

2b4 The FSB S2/3, assistant S2/3 “battle captain,” and operations section evaluate changes to defensive capability and mission preparation.

- b) Guidance, direction, and information comparing desired FSB endstates with what is possible based on the current FSB situation, trends, and the FSB defense and support plan. [FM 63-20, pp. 5-9 - 5-14]
 - (1) Defensive positions.
 - (2) Fire support.
 - (3) Engineer support.
 - (4) CSS.
 - (5) Security measures.
 - (6) Other.
- c) Impact of changes to the FSB plans on subordinate units and supported units’ plans. Capability to correct all identified base defense weaknesses in coordination with base commanders. [ARTEP 63-005-MTP, Task 63-1-1050]

2b5 The FSB S2/3 section, in coordination with the brigade S3 and the brigade FSO, evaluates changes to the fire support plan and supporting documents. [FM 63-20, p. 5-9]

2b6 The FSB S2/3 and the support operations officer evaluate information pertaining to the BSA and brigade M/CM/S efforts: [M 101-5, p. 3-50]

- b) The FSB support operations officer evaluates information pertaining to support of the brigade engineer’s M/CM/S efforts. [FM 101-5, p. 3-50]
 - (1) Guidance, direction, and information comparing desired brigade and task force commanders’ endstates with what is possible based on current situation, trends, and engineer plan.
 - (2) Actual progress on engineer tasks in the Bn TFs’ areas compared to timelines and required endstates.
 - (3) The FSB’s operational stockage levels based on review of combat service support control system (CSSCS) reports to ensure that assets exceed requirements. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (4) In coordination with the DISCOM MCO, the support operations officer monitors the transportation movement system to ensure that required supplies and equipment arrive in the BSA in time for the FSB to provide support to the brigade in a timely manner. [ARTEP 63-005-MTP, Task 63-1-1022]

- 2b9 The FSB S2/3 section analyzes significant changes to the FSB communication capabilities. [FM 63-20, p. 6-5]
- 2b10 The FSB S1 evaluates changes to CSS plans and transmits logistical information.
- c) The FSB S1 section monitors implementation of the medical support plan to ensure that adequate medical support is provided to all subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1042]
- 2b11 The FSB S4 section evaluates changes to CSS plans pertaining to internal FSB maintenance, transportation, and supply requirements. [AN]
- 2b12 The FSP support operations section evaluates changes to medical, maintenance, transportation, and supply requirements of the supported brigade. [AN]
- 2d. The FSB commander and staff maintain information and status. [FM 63-20, p. 3-11]
- 2d3 The FSB S2/3 section maintains information.
- c) Dispositions and status of patrols and other R&S and security forces.
 - d) Status of BSA tenant elements' preparation activities to ensure compliance with stated mission timelines.
 - e) Current and projected defensive capability, status of subordinate units (e.g, green-amber-red).
 - f) Obstacle and survivability position construction and progress as compared to timelines.
 - g) Utilization of BSA engineer assets and materials as compared to timelines.
- 2d5 The assistant FSB S2/3 "battle captain" and the FSB operations section update operational information and products.
- a) DST.
 - b) Synchronization matrix.
 - c) Operational graphics.
 - d) Updated operations estimates (may or may not be in written form).
 - e) FSB status boards and charts which track combat power and preparation status.
 - f) Timeline of FSB preparations for battle.
 - g) The FSB operations journal/log.
- 2d6 The FSB S2/3 section, in coordination with the brigade S3 and the brigade FSO, updates the fire support plan and supporting documents. [FM 63-20, p. 5-9]
- a) Updated fire support estimates (may or may not be in written form).

- 2d7 The FSB S2/3 section updates NBC status and products. [FM 63-20, p. 6-5]
a) Updated NBC estimate (may or may not be in written form) and MOPP analysis. [FM 63-20, pp. B-1 - B-2]
- 2d8 The FSB S2/3 section and BSA ADA element update ADA products. [FM 63-20, pp. 5-9 - 5-10]
b) ADA coverage.
- 2d9 The FSB S2/3 section updates communications products. [FM 63-20, p. 6-5]
a) Updated signal estimates (may or may not be in written form).
- 2d10 FSB staff officers (S1, S2/3, S4, support operations officer, BMO, chaplain) maintain logistical information and status.
a) The FSB S4, S2/3, and the support operations officer update transportation information and status. [FM 63-20, pp. 6-6 - 6-8]
(1) Transportation portion of updated CSS estimate (may or may not be in written form).
(2) Schedules and priorities.
(3) The status of supplies, equipment, and materials requiring transport.
(6) Logistics package (LOGPAC) convoys organization, loads, times, and schedules. [FM 63-20, p. 5-7]
b) The FSB S4 and the support operations officer update supply information and status.
(1) Supply portion of updated CSS estimate (may or may not be in written form).
(2) Combat basic loads (e.g., vehicles uploaded with CL V; vehicles topped off with CL III) and on-hand supply status of subordinate and supported units. [FM 63-20, p. 6-6]
(3) The configuration and location of immediate and emergency resupply (CL III and V) loads and push packages.
(4) Organizational and DS CSS supply assets.
(5) Supply priorities as directed by the division, brigade, DISCOM, and FSB commanders.
c) The FSB S1 section updates personnel information internally and with the brigade S1. [FM 63-20, pp. 6-2 - 6-4]
(1) Personnel portion of updated CSS estimate (may or may not be in written form).
(2) Personnel status of subordinate and supported units.
(3) Casualty feeder reports.
(4) Reception and processing of replacements.
(5) Forecast of replacements.
(6) Personnel actions (awards, decorations, promotions, legal action).
(7) EPW processing and evacuation.
(8) Soldier morale and welfare activities.

- d) The FSB BMO and the support operations officer update maintenance information. [FM 63-20, pp. 6-6 - 68]
 - (1) Maintenance portion of updated CSS estimates (may or may not be in written form).
 - (2) Number and type of systems on hand and operational.
 - (3) Systems non-mission capable and repairable.
 - (4) Projections for repair and return of fighting vehicles and equipment.
 - (5) On-hand CL IX, authorized stockage list (ASL), and prescribed load list (PLL) stockage levels.
 - (6) Maintenance activities performed by company maintenance teams (CMT) and maintenance support teams (MSTs), including the location of the maintenance activities.
- e) The FSB support operations officer and medical company commander update medical information. [FM 63-20, p. 6-7]
 - (1) Medical portion of updated CSS estimates (may or may not be in written form).
 - (2) CL VIII stock availability and resupply activities. [FM 63-20, p. 9-11]
 - (3) The status of wheeled and tracked ambulances.
 - (4) The status of patient holding capability.
- f) The FSB commander and the support operations section direct and coordinate division-level logistics and HSS operations for the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (1) Maintain current logistics and HSS situation map with all unit and facility locations posted within 50 meters. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (2) Maintain current customer list that reflects changing requirements, workloads, and priorities of tactical operations. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (3) Maintain the current FSB support overlay which shows locations of logistics and HSS facilities and their hours of operation. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (4) Monitor status reports from subordinate elements to determine if requirements exceed capabilities. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (6) Maintain a current mission-essential item chart which reflects short supply items, command controlled items, and current equipment combat losses. [ARTEP 63-005-MTP, Task 63-1-1022]

2d11 The FSB S1 section updates the battalion master strength report to reflect current status of all FSB soldiers. [ARTEP 63-005-MTP, Task 63-1-1042]

OUTCOME 3 ASSESSMENT

OUTCOME 3: Tactically sound recommendations are developed and critical information is communicated by the battalion staff and subordinate leaders. (Use Tables 3, 5, and 8)

Component A: Staff and subordinate leaders provide critical information.	Adequate	Marginal	Not Adequate
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Assessment Statements

- The FSB commander, in his capacity as the brigade senior logistician, provides critical information to the brigade commander.
- The FSB staff provides critical information to the brigade staff.
- FSB staff officers, LNOs, and subordinate leaders immediately communicate any response to CCIR to FSB commander, XO, S2/3, and the FSB support operations officer.
- All FSB staff officers and LNOs pass critical information to staff officers and LNOs who require the information as soon as the information is received.
- The FSB S2/3 manages information flow and establishes a system to keep the FSB commander informed.
- The FSB 2/3 section keeps the FSB commander updated with accurate information on enemy situation and capabilities and on changes to terrain conditions.
- The FSB support operations officer keeps the FSB commander updated with status of support to the brigade.

Component B: Staff and subordinate commanders provide tactically sound recommendations.	Adequate	Marginal	Not Adequate
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Assessment Statements

- The FSB commander, in his capacity as the brigade senior logistician, provides tactically sound recommendations to the brigade commander.
- The FSB staff provides tactically sound recommendations concerning brigade CSS to the brigade staff.
- FSB staff officers and LNOs provide appropriate recommendations to the commander relative to their functional areas.
- FSB staff officers and LNOs provide appropriate recommendations to each other.
- FSB staff officers obtain recommendations from subordinate leaders on changes to the FSB plan based on their current and projected status.

OUTCOME 3 DIAGNOSTIC AID

OUTCOME 3: Tactically sound recommendations are developed and critical information is communicated by the battalion staff and subordinate leaders.

Task Elements

Component A: Staff and subordinate leaders provide critical information.

1. **Forward support battalion command post manages and maintains command, control, and communications.** [FM 101-5, Chap 6, pp. 3-84, 6-2, 6-8, 6-11, 6-33, 6-34, 7-19, C-2, App A and B; FM 63-20, Chap 3, pp. 4-19, 4-25, 5-2, 5-7, 5-8, 5-9, 6-2 and 6-5; ARTEP 63-005-MTP, Tasks 63-1-1037, 1038, 1041, 1045 and 1050; Battle Command Techniques and Procedures]
 - 1a. FSB CP manages means of command, control, and communications (C3). [FM 101-5, Chap 6, App B and L]
 - 1a4 FSB staff meetings are conducted as directed by the FSB XO. [FM 63-20, p. 5-2]
 - a) Each staff officer disseminates information relevant to the entire staff.
 - b) Information is appraised for completeness and to determine information gaps which require additional staff work.
 - c) Staff planning is initiated as part of the an accelerated decision process.
 - d) Information is passed to all BSA elements.
 - e) All elements in the BSA will send a representative to the meeting. [FM 63-20, p. 5-2]
 - 1a5 FSB staff huddles are conducted as directed by the FSB XO when time doesn't permit staff meetings. [FM 63-20, p. 5-2]
 - a) Information is shared among staff members.
 - b) Information is passed to all BSA elements.
 - 1a6 Each FSB staff officer identifies information requirements to enable him to coordinate FSB actions and plans, monitor the situation, and direct actions within his areas of responsibilities to: [FM 101-5, pp. 6-33 - 6-34]
 - a) Develop mutual support and to synchronize operations between the FSB and other BSA elements.
 - b) As required, modify FSB preparation activities.
 - c) Support the direction of relevant aspects of FSB preparations.

- 1a7 Each FSB staff officer ensures that his information requirements are known by the other staff officers. Information is used (as appropriate) to: [FM 101-5, p. 3-84, App A]
- a) Transform pertinent information into usable data for decision-making. [ARTEP 63-005-MTP, Task 63-1-1045]
 - b) Coordinate information exchange within and with higher, adjacent, and subordinate units. [ARTEP 63-005-MTP, Task 63-1-1045]
 - c) Conduct operational briefings, as necessary. [ARTEP 63-005-MTP, Task 63-1-1045]
- 1a9 FSB staff members perform external coordination and liaison to disseminate and collect information relevant to the FSB CCIR and IR and their own information requirements. Such coordination is performed with staff counterparts in higher headquarters, supporting, and supported units. The FSB command section provides staff liaison. [ARTEP 63-005-MTP, Task 63-1-1045]
- a) Staff officers provide assistance to the supported brigade commander, if requested. [ARTEP 63-005-MTP, Task 63-1-1045]
 - b) Staff officers provide assistance in planning contingency operations, when required. [ARTEP 63-005-MTP, Task 63-1-1045]
- 1a10 Each FSB staff officer collects information to answer the FSB CCIR and adjusts information collection efforts to satisfy CCIR changes directed by the FSB commander. [FM 101-5, p. 6-8]
- 1b. FSB CP maintains communications (frequency modulated [FM] radio and multi-channel, wire, messenger) with subordinate units, BSA elements, and supporting and higher headquarters. [FM 63-20, p. 5-2]
- 1b18 The FSB CP positions to maintain communication and facilitate coordination. [FM 63-20, Chap 3]
- b) The FSB S2/3 section passes processed information and keeps the FSB commander updated on new information through concise, consolidated updates by eavesdropping on:
 - (1) Brigade and DISCOM command and O&I nets.
 - (2) The FSB and brigade A/L net.
 - (3) Subordinate unit command nets.
2. **Forward support battalion command posts acquire, evaluate, and communicate information and maintain status.** [TRADOC Pam 11-9, Chap 7 and App D; FM 101-5, Chaps 3, 4 and 6, pp. 1-11 - 1-17, 3-50, 5-11, 6-5, 6-7, 6-8, 6-9, 6-11, 6-16, C-4, App A, C and D; FM 63-20, Chaps 7, 8 and 9, pp. 1-5, 2-3, 2-8, 3-2, 3-3, 3-4, 3-5, 5-2, 5-5, 5-6, 5-7, 5-9, 5-10, 5-11, 5-12, 5-13, 5-14, 6-2, 6-3, 6-4, 6-5, 6-6, 6-7, 6-8, 6-9, 7-3, 7-10, 9-11 and B-3; ARTEP 63-005-MTP, Task 63-1-1012, 1022, 1037, 1042, 1050 and 1051)

- 2a. The FSB commander and staff acquire information. [TRADOC Pam 11-9, Chap 7 and App D]
- 2a1 The FSB commander receives and communicates information relative to FSB operations.
 - c) The FSB staff and subordinate leaders use the CCIR to focus information gathering and immediately communicate mission-critical information and recommendations that the FSB commander needs to conduct his decision-making process (DMP). [FM 101-5, pp. 6-8, 6-11, 6-16 and C-4]
- 2b. The FSB commander and staff evaluate information.
- 2b6 The FSB S2/3 and the support operations officer evaluate information pertaining to the BSA and brigade M/CM/S efforts: [FM 101-5, p. 3-50]
 - a) The FSB S2/3 section coordinates M/CM/S support. [FM 63-20, p. 5-10]
- 2c. The FSB commander and staff distribute information.
- 2c1 The FSB staff disseminates the FSB CCIR, PIR, EEFI, and FFIR to subordinate elements in the BSA.
 - a) Briefs MP patrol leaders and other R&S forces on collection tasks. [FM 63-20, p. 5-10]
 - b) Disseminates the current threat size and location to all subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1050]
 - c) Forwards all SPOTREPs to the division RCPOC and the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1050]
- 2c2 The FSB S2/3 section briefs the FSB commander and XO on the current tactical situation to include redeployment recommendations. [ARTEP 63-005-MTP, Task 63-1-1050]
- 2c3 Subordinate elements immediately report CCIR and other critical information concerning ongoing and future missions along with recommendations to: [FM 101-5, p. 6-5 - 6-10]
 - a) The FSB commander.
 - b) The FSB S2/3.
 - c) The FSB XO.
 - d) The FSB support operations officer.

- 2c4 The FSB S2/3 section reports the enemy's situation and evaluation of enemy capabilities and routine information to: [FM 63-20, p. 5-11]
- a) FSB companies.
 - b) The FSB staff (including responses to intelligence queries and IR from the staff to the FSB S2/3).
 - c) BSA tenant elements.
- 2c5 The FSB S2/3 section communicates information to the brigade and the DISCOM S2 and to BSA elements. [FM 63-20, pp. 3-2 - 3-5]
- 2c6 The FSB S2/3 section coordinates BSA pre-engagement preparation measures.
- b) The FSB S2/3 section reports threat NBC activities to the division RCPOC and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1050]
 - c) The FSB S2/3 section coordinates with FSB/BSA units to deconflict terrain requirements and projected locations for R&S forces. [ARTEP 63-005-MTP, Task 63-1-1050]
 - d) The FSB S2/3 provides input to the FSB commander and XO on positioning newly arriving units in the BSA. [ARTEP 63-005-MTP, Task 63-1-1050]
 - e) The FSB S2/3 section disseminates intelligence. [ARTEP 63-005-MTP, Task 63-1-1051]
 - g) The FSB S2/3 section disseminates INTSUMs to appropriate agencies and elements. [ARTEP 63-005-MTP, Task 63-1-1051]
 - h) The FSB S2/3 section disseminates intelligence and weather information. [ARTEP 63-005-MTP, Task 63-1-1037]
 - i) The FSB S2/3 section forwards pertinent intelligence and weather information to all FSB units, and corps, and division elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1037]
- 2c7 The assistant FSB S2/3 "battle captain" and the operations section coordinate and disseminate operational information.
- a) Report CCIR and other critical information concerning ongoing and future missions along with recommendations to:
 - (1) The FSB commander.
 - (2) The FSB S2/3.
 - (3) The FSB XO.
 - (4) The FSB support operations section.
 - b) Coordinate with the brigade main CP to gain assistance in determining effectiveness of the FSB OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1037]
 - c) Disseminate brigade countermeasure requirements to all FSB elements and corps/divisional elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1037]

- 2c8 The FSB S2/3 section disseminates changes to the BSA fire support plan to BSA elements.
- 2c9 The FSB S2/3 and the support operations officer coordinate and disseminate information pertaining to support of the BSA and the brigade engineer's M/CM/S efforts. [FM 101-5, p. 3-50]
- a) Coordinate with the brigade engineer, the brigade S3, and the engineer battalion headquarters to exchange information.
 - b) Coordinate with the brigade engineer and the brigade S3 to deconflict requirements and projected locations for transfer of engineer materials.
 - c) Coordinate with the DISCOM and corps on configuration and delivery of barrier packages. [FM 63-20, pp. 7-3 and 7-10]
- 2c12 The FSB S2/3 section and BSA ADA element disseminate changes to enemy air capabilities. [FM 63-20, pp. 5-9 and 5-10]
- a) Report the FSB ADA situation and analysis of CCIR, IR and routine information to other FSB staff sections and external headquarters staff officers.
 - b) Provide information to the FSB S2/3 section to support the FSB IPB.
- 2c13 FSB staff officers (S1, S4, S2/3, support operations officer) disseminate logistical information.
- a) The FSB S1 section:
 - (1) Prepares the personnel status report (PERSTATREP) in accordance with the TSOP. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (2) Briefs the PERSTATREP to the FSB commander and staff. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (3) Forwards the PERSTATREP-Part 1, personnel daily summary report, through command channels to the DISCOM S1. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (4) Forwards the PERSTATREP-Part 2, personnel requirements report, through adjutant general channels to supporting servicing agency. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (5) Prepares and processes wartime SIDPERS transactions in accordance with Department of the Army (DA) Pam 600-8-1. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (6) Provides brigade and DISCOM S1 sections with required personnel and administrative information. [Author note (AN)]
 - b) The FSB S4 section disseminates logistical information pertaining to internal maintenance, transportation, and supply support to FSB subordinate units. [AN]
 - d) The FSB support operations section:
 - (1) Coordinates for aviation assets to fly critical CL IX parts forward to support units. [FM 63-20, p. 2-8]

- (2) Coordinates redistribution of stocks and services to accommodate changing requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (3) Coordinates transportation for replacements to their assigned units with the subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (4) Provides brigade S4 with all required logistical information. [AN]
 - (5) Coordinates priority of maintenance effort in accordance with the supported brigade commander's priorities and guidance. [AN]
- 2c14 The FSB support operations officer disseminates external support requirements for conducting ROM operations:
 - a) Number of ROM sites along each route of march is passed to the DISCOM SPO.
 - b) Number of refuel points at each ROM site is passed to the DISCOM SPO.
 - c) Amount of fuel (in terms of minutes of fuel flow) which will be allowed for each vehicle at each ROM site is passed to the DISCOM SPO.
 - d) Anticipated MP assistance at the ROM sites is passed to the brigade S3 and S4.
 - e) Anticipated AD coverage required at each ROM site is passed to the brigade S3 and S4.
 - f) Anticipated communications requirements at each ROM site are passed to the brigade S3 and S4.
 - g) Anticipated maintenance and recovery requirements at each ROM site are passed to the DISCOM SPO.
- 2d. The FSB commander and staff maintain information and status. [FM 63-20, p. 3-11]
- 2d13 The FSB S2/3 section coordinates through the DISCOM SPO for additional support from the main support battalion (MSB) or corps for units operating in the BSA/brigade area which exceed the FSB's capability to support. [FM 63-20, p. 2-3]
- 2d14 The FSB XO and the support operations officer determine if host nation support is required and coordinated with the brigade and division G5 or through the DISCOM. [FM 63-20, p. 6-6; FM 101-5, pp. 1-11 - 1-17, Chap 4, App D]
- 3. **The forward support battalion commander visualizes the battlefield.** [FM 101-5, Chap 1, 2, 3, 4, pp. 1-4 - 1-17, 2-14, 2-15, 4-4, 4-46, 4-48 and 9-85, App C, D and E; FM 63-20, pp. 1-3, 2-5, 2-6, 2-8, 2-9, 3-6, 5-9, 5-10, 5-13, 6-2, 6-6 and 6-7; ARTEP 63-005-MTP, Task 63-1-1042 and 1050; Battle Command Techniques and Procedures, Chap 2 and 4]
- 3d. The FSB commander informs the brigade and the DISCOM commander of the results of his assessment. [AN]

- 4. **The forward support battalion commander directs changes to the operation or plan.** [FM 101-5, pp. 4-7 - 4-60, 6-33 and C-2, App B and H; FM 63-20, p. 6-2; ARTEP 63-005-MTP, Tasks 63-1-1013, 1022 and R326]
 - 4a. The commander and/or staff issue WARNOs to alert staff members and subordinate elements that the plan will be changed. [FM 101-5, p. 4-55]
 - 4a9 In the military decision-making process (MDMP) accomplished under time constraints, the FSB commander will attempt to provide the brigade surgeon and the support operations officer to the brigade main CP to assist in the brigade MDMP. If the situation doesn't permit this, the brigade S4 liaison, located at the brigade main CP, will coordinate with the FSB commander or the FSB support operations officer to obtain CSS input.
 - 4b. The FSB commander conducts the MDMP in a time-constrained environment. [FM 101-5, pp. 4-41 - 4-60]
 - 4e. The FSB staff coordinates internally and with higher, supported, and supporting elements to integrate the FSB FRAGO. [FM 101-5, App B]
 - 4e1 The FSB support operations section provides planning information to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
 - a) Identifies division support priorities and sustainment controls for supplies, field services, maintenance, transportation, and HSS assets. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Provides current capabilities and limitations of the FSB logistics and HSS systems. [ARTEP 63-005-MTP, Task 63-1-1013]
 - c) Provides current status of all deadlined tube launched, optically guided, wire controlled (TOW) missiles, dragons, automatic weapon systems, and key items of equipment and vehicles. [ARTEP 63-005-MTP, Task 63-1-1013]
 - d) Provides contact team availability for current on-site repairs. [ARTEP 63-005-MTP, Task 63-1-1013]
 - e) Provides known division level logistics and HSS shortfalls and solutions. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 4e2 The FSB support operations section provides planning assistance for supply support. [ARTEP 63-005-MTP, Task 63-1-1013]
 - a) Coordinates supply sustainment controls with the DMMC and the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Coordinates supply sustainment priorities with the DMMC and the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
 - c) Provides instructions for request, storage, and distribution of supplies in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]

- d) Provides instructions and procedures for the FSB's participation in the weapon replacement system. [ARTEP 63-005-MTP, Task 63-1-1013]
- e) Provides instructions and procedures for airdrop and sling load resupply. [ARTEP 63-005-MTP, Task 63-1-1013]
- f) Provides instructions and procedures for night and reduced visibility resupply operations. [ARTEP 63-005-MTP, Task 63-1-1013]
- g) Identifies all locations of all subordinate companies and their distribution points in coordination with the FSB S2/3 section and subordinate FSB companies. [ARTEP 63-005-MTP, Task 63-1-1013]
- h) Identifies all DS units that provide supplies to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
- i) Identifies staff coordination channels for additional supply requirements. [ARTEP 63-005-MTP, Task 63-1-1013]

- 4e3 The FSB support operations section provides planning assistance for maintenance support. [ARTEP 63-005-MTP, Task 63-1-1013]
- a) Identifies all maintenance assets within the FSB. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Calculates total projected maintenance workload by type mission of the supported brigade (coordination required with the brigade S4 and TF HHC commanders). [ARTEP 63-005-MTP, Task 63-1-1013]
 - c) Coordinates maintenance sustainment controls with the DMMC and the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
 - d) Coordinates maintenance priorities and repair time limits with the DMMC and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
 - e) Provides instructions for requesting, recovery, evacuation, repair, and return of items for wheeled and track, aviation, missile, and other commodity maintenance operations in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - f) Provides policies and procedures for maintenance sustainment management systems in coordination with the DMMC and the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
 - g) Provides instructions for request, storage, and distribution of repair parts within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - h) Provides instructions and procedures for night and reduced visibility maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1013]
 - i) Provides instructions and procedures for maintenance participation in the weapons replacement systems. [ARTEP 63-005-MTP, Task 63-1-1013]
 - j) Designates all subordinate units that provide maintenance support within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - k) Identifies all locations of subordinate FSB companies' maintenance facilities in coordination with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1013]

- l) Establishes transportation procedures for maintenance or repair parts support with the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
 - m) Coordinates maintenance automated data processing (ADP) capabilities and procedures with the DMMC and the combat service support automation management officer (CSSAMO). [ARTEP 63-005-MTP, Task 63-1-1013]
 - n) Provides operational procedures for the MSTs operating in the forward areas. [ARTEP 63-005-MTP, Task 63-1-1013]
- 4e4 The FSB support operations section provides planning assistance for transportation support. [ARTEP 63-005-MTP, Task 63-1-1013]
- a) Identifies all transportation assets within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Calculates total projected transportation requirements based on the type of operations and the tentative location of BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - c) Identifies transportation sustainment controls in coordination with the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1013]
 - d) Identifies transportation priorities in coordination with the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1013]
 - e) Coordinates the aerial resupply plan via helicopter and fixed wing aircraft with the DISCOM MCO and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
 - f) Provides instructions for the request of surface transportation and airlift resupply. [ARTEP 63-005-MTP, Task 63-1-1013]
 - g) Identifies all subordinate units that provide transportation support and the type they provide. [ARTEP 63-005-MTP, Task 63-1-1013]
 - h) Develops a back-haul plan for the evacuation of equipment and supplies from the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
- 4e5 The FSB support operations section provides planning assistance for HSS. [ARTEP 63-005-MTP, Task 63-1-1013]
- a) Coordinates medical treatment and evacuation plans with the DISCOM division medical operations center (DMOC) and the brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Coordinates flow of “return to duty” personnel with the DISCOM DMOC and the brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
 - c) Coordinates mass casualty procedures with the DISCOM DMOC and the brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
 - d) Coordinates operating procedures and stationing of evacuation aircraft with the DISCOM DMOC and the FSB medical company. [ARTEP 63-005-MTP, Task 63-1-1013]

- e) Coordinates location(s) of all health service facilities in the DSA and BSA with the DISCOM DMOC, the brigade S4 and the brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
 - f) Coordinates the patient decontamination plan with the DISCOM DMOC, the FSB medical company, and supporting decontamination elements. [ARTEP 63-005-MTP, Task 63-1-1013]
- 4e6 The FSB support operations section provides planning assistance for field service support. [ARTEP 63-005-MTP, Task 63-1-1013]
- a) Coordinates procedures for requesting field service support with the DISCOM SPO section and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Coordinates location(s) for GRREG collection points with the brigade S4 and the FSB supply company. [ARTEP 63-005-MTP, Task 63-1-1013]
 - c) Provides instructions for the evacuation of remains to collection point(s) in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
5. **The forward support battalion commander directs and leads subordinate forces.** [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]
- 5b. The FSB S2/3 section coordinates base cluster defensive activities. [ARTEP 63-005-MTP, Task 63-1-1050]
- 5b2 Provides the BSA sector's tactical situation and status to the DISCOM SPO section, the division RCPOC, and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1050].
- 5c. The FSB support operations section directs subordinate elements providing CSS direct support for conduct of brigade combat operations. This includes coordination for all aspects of support for brigade combat and combat support elements (e.g., DS field artillery battalion and engineer battalion).
- 5c1 The FSB support operations officer supervises external logistics and HSS operations. Coordination with the brigade S4 and TFs' HHC commanders is required. [ARTEP 63-005-MTP, Task 63-1-1022]
- 5c2 The FSB support operations section coordinates logistical aspects of the tactical situation. [ARTEP 63-005-MTP, Task 63-1-1022]

- 5c3 The FSB support operations section directs logistical support during the brigade's preparation for battle.
- a) The FSB support operations section directs CL I support. [ARTEP 63-005-MTP, Task 63-1-1030]
 - b) The FSB support operations section directs CL II support. [ARTEP 63-005-MTP, Task 63-1-1029]
 - c) The FSB support operations section directs the CL III system. [ARTEP 63-005-MTP, Task 63-1-1026]
 - d) The FSB support operations section coordinates CL III support activities. [ARTEP 63-005-MTP, Task 63-1-1026]
 - e) The FSB support operations section coordinates CL III support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1026]
 - f) The FSB support operations section coordinates CL III support during defensive operations, including retrograde. [ARTEP 63-005-MTP, Task 63-1-1026]
 - g) The FSB support operations section coordinates CL III support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1026]
 - h) The FSB support operations section directs CL IV support. [ARTEP 63-005-MTP, Task 63-1-1029]
 - i) The FSB support operations section directs the CL IV and V system. [ARTEP 63-005-MTP, Task 63-1-1027]
 - j) The FSB support operations section coordinates CL IV and V activities in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
 - k) The FSB support operations section coordinates CL V support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1027]
 - l) The FSB support operations section coordinates CL IV and V support during defensive operations, including retrograde. [ARTEP 63-005-MTP, Task 63-1-1027]
 - m) The FSB support operations section coordinates CL IV and V support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1027]
 - n) The FSB support operations section directs CL VI support activities. [ARTEP 63-005-MTP, Task 63-1-1030]
 - o) The FSB support operations section directs CL VII support. [ARTEP 63-005-MTP, Task 63-1-1029]
 - p) The FSB support operations section directs water support operations. [ARTEP 63-005-MTP, Task 63-1-1030]
 - q) The FSB support operations section directs maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1028]
 - r) The FSB support operations section coordinates maintenance support activities. [ARTEP 63-005-MTP, Task 63-1-1028]
 - s) The FSB support operations section coordinates maintenance support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1028]
 - t) The FSB support operations section coordinates maintenance support during defensive and retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1028]

- u) The FSB support operations section coordinates maintenance support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1028]
 - v) The FSB support operations section directs BSA HSS operations. [ARTEP 63-005-MTP, Task 63-1-1031]
 - w) The FSB support operations section directs medical supply and maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1031]
 - x) The FSB support operations section directs and maintains status of BSA transportation assets. [ARTEP 63-005-MTP, Task 63-1-1033]
 - y) The FSB support operations section directs GRREG support in the BSA. [ARTEP 63-005-MTP, Task 63-1-1034]
 - z) The FSB support operations section directs clothing exchange and bath, salvage, laundry, and renovation support. [ARTEP 63-005-MTP, Task 63-1-1034]
- 5c4 The FSB support operations officer oversees the preparation for conducting ROM operations.
- 5c5 The FSB support operations section directs and coordinates support for MPs, chemical elements, and other units which have no organizational or DS support operating in the brigade area. [FM 63-20, p. 1-5]
- 5c6 The FSB S2/3 section coordinates BSA pre-engagement preparation measures.
- i) The FSB S2/3 section forwards pertinent intelligence and weather information to all FSB units, and corps, and division elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1037]
- 5d. The FSB staff directs internal FSB logistical preparations:
- 5d1 The FSB S1 and S1 section coordinate internal medical support requirements. [ARTEP 63-005-MTP, Task 63-1-1042]
- 5d2 The FSB S4 and S4 section coordinate internal FSB maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1025]
- 5d3 The FSB S4 and S4 section coordinate internal FSB supply operations. [ARTEP 63-005-MTP, Task 63-1-1025]
- 5d4 The FSB S4 and the S4 section direct and coordinate FSB field services requirements. [ARTEP 63-005-MTP, Task 63-1-1025]
- 5d5 The FSB S4 and S4 section coordinate FSB internal transportation requirements. [ARTEP 63-005-MTP, Task 63-1-1025]
- 5h. The FSB commander integrates the BOS during visits, backbriefs, and rehearsals. [FM 101-5, p. H-36 - H-42]

- 5h1 The FSB commander integrates intelligence requirements with the other battlefield operating system(s) (BOS).
 - b) The FSB S2/3 processes information and disseminates updated intelligence of the enemy situation, terrain, and weather.
- 5h10 Inspections and visits are scheduled; units may be informed of times.
 - c) The FSB commander's representatives, conducting inspections and visits, inform him of refinements and adjustments that they have directed as well as problems that they have observed.
- 5k. FSB subordinate, attached, and operational control (OPCON) units conduct final battlefield preparations based on the updated FSB OPORD, FRAGO, and associated documents. Information is exchanged to ensure that:
 - 5k1 The latest intelligence on the enemy is disseminated by the FSB S2/3.
 - 5k2 The latest DS support information is disseminated by the support operations officer.
 - 5k4 FSB staff officers and subordinate leaders perform final coordination.
 - 5k5 Problems are identified and compensated for.
 - 5k6 The session is timed to ensure that final coordination and plan modification can occur in a timely manner.
 - 5k7 The FSB S2/3 section task organizes subordinate units and elements for the support mission. [ARTEP 63-005-MTP, Task 63-1-1009]

Component B: Staff and subordinate commanders provide tactically sound recommendations.

- 2. **Forward support battalion command posts acquire, evaluate, and communicate information and maintain status.**
 [TRADOC Pam 11-9, Chap 7 and App D; FM 101-5, Chaps 3, 4 and 6, pp. 1-11 - 1-17, 3-50, 5-11, 6-5, 6-7, 6-8, 6-9, 6-11, 6-16, C-4, App A, C and D; FM 63-20, Chaps 7, 8 and 9, pp. 1-5, 2-3, 2-8, 3-2, 3-3, 3-4, 3-5, 5-2, 5-5, 5-6, 5-7, 5-9, 5-10, 5-11, 5-12, 5-13, 5-14, 6-2, 6-3, 6-4, 6-5, 6-6, 6-7, 6-8, 6-9, 7-3, 7-10, 9-11 and B-3; ARTEP 63-005-MTP, Task 63-1-1012, 1022, 1037, 1042, 1050 and 1051]
- 2a. The FSB commander and staff acquire information. [TRADOC Pam 11-9, Chap 7 and App D]

- 2a1 The FSB commander receives and communicates information relative to FSB operations.
 - c) The FSB staff and subordinate leaders use the CCIR to focus information gathering and immediately communicate mission-critical information and recommendations that the FSB commander needs to conduct his decision-making process (DMP). [FM 101-5, pp. 6-8, 6-11, 6-16 and C-4]
- 2c. The FSB commander and staff distribute information.
- 2c2 The FSB S2/3 section briefs the FSB commander and XO on the current tactical situation to include redeployment recommendations. [ARTEP 63-005-MTP, Task 63-1-1050]
- 2c3 Subordinate elements immediately report CCIR and other critical information concerning ongoing and future missions along with recommendations to: [FM 101-5, p. 6-5 - 6-10]
 - a) The FSB commander.
 - b) The FSB S2/3.
 - c) The FSB XO.
 - d) The FSB support operations officer.
- 2c6 The FSB S2/3 section coordinates BSA pre-engagement preparation measures.
 - d) The FSB S2/3 provides input to the FSB commander and XO on positioning newly arriving units in the BSA. [ARTEP 63-005-MTP, Task 63-1-1050]
- 4. **The forward support battalion commander directs changes to the operation or plan.** [FM 101-5, pp. 4-7 - 4-60, 6-33 and C-2, App B and H; FM 63-20, p. 6-2; ARTEP 63-005-MTP, Tasks 63-1-1013, 1022 and R326]
- 4b. The FSB commander conducts the MDMP in a time-constrained environment. [FM 101-5, pp. 4-41 - 4-60]
- 4b4 The FSB staff assists the FSB commander in developing the new concept by providing recommendations relative to their functional areas. [FM 101-5, pp. 6-33, C-2]
 - a) Utilizes products and analyses developed during the initial mission deliberate MDMP to define branches and sequels for consideration.
 - b) Provides recommendations to modify existing branches and sequels to meet new requirements.
 - c) Provides recommendations on developing new branches and sequels based on new requirements.

- 4b6 The FSB commander performs a suitability-feasibility-acceptability analysis of the new plan. The FSB commander can perform the analysis by himself or with staff assistance. [FM 101-5, p. 4-51]
- 4e. The FSB staff coordinates internally and with higher, supported, and supporting elements to integrate the FSB FRAGO. [FM 101-5, App B]
- 4e1 The FSB support operations section provides planning information to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
- 4e2 The FSB support operations section provides planning assistance for supply support. [ARTEP 63-005-MTP, Task 63-1-1013]
- 4e3 The FSB support operations section provides planning assistance for maintenance support. [ARTEP 63-005-MTP, Task 63-1-1013]
- 4e4 The FSB support operations section provides planning assistance for transportation support. [ARTEP 63-005-MTP, Task 63-1-1013]
- 4e5 The FSB support operations section provides planning assistance for HSS. [ARTEP 63-005-MTP, Task 63-1-1013]
- 4e6 The FSB support operations section provides planning assistance for field service support. [ARTEP 63-005-MTP, Task 63-1-1013]
- 5. **The forward support battalion commander directs and leads subordinate forces.** [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]
- 5c. The FSB support operations section directs subordinate elements providing CSS direct support for conduct of brigade combat operations. This includes coordination for all aspects of support for brigade combat and combat support elements (e.g., DS field artillery battalion and engineer battalion).
- 5c3 The FSB support operations section directs logistical support during the brigade's preparation for battle.

- j) The FSB support operations section coordinates CL IV and V activities in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (4) Provides recommendations to the DAO and the brigade S4 concerning CL V cross-leveling and changes to support procedures as dictated by priorities and the changing tactical situation. [ARTEP 63-005-MTP, Task 63-1-1027]

OUTCOME 4 ASSESSMENT

OUTCOME 4: Sound (feasible, suitable, acceptable) decisions are made by the FSB commander and others within the FSB.	Adequate	Marginal	Not Adequate
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(Use Tables 2, 3, 5, 6, 7, and 8)

Assessment Statements

- FSB commander determines whether projected endstates related to METT-T and BOS factors will still permit the FSB to accomplish its mission.
- FSB commander projects outcome of current battle to determine need for follow-on operations or reconstitution of units.
- If current resources are inadequate for revised assessment, FSB commander coordinates with brigade and DISCOM to identify most feasible combination of options: additional assets, modification of brigade mission, or revision of FSB plan.
- If the FSB plan must be revised, the FSB commander adapts the military decision making process to the time and staff that are available for planning:
 - Current products are modified.
 - Typically, one friendly and one enemy COA are analyzed.
 - FSB commander issues directive and very specific guidance.
- Revised concept and resulting plan meet the following criteria:
 - Suitability
 - Provide critical supplies at a place and time that meet the brigade and DISCOM commanders' intents.
 - Allow for repairing and returning critical weapons systems in time to provide needed combat power.
 - Ensure that medical treatment and evacuation system is adequately manned and positioned to respond to anticipated casualties.
 - Position and resource BSA and CSS assets to respond to anticipated branches and sequels and to unanticipated changes in mission.
 - Feasibility
 - There is sufficient time to prepare for the battle.

- FSB has sufficient supplies, equipment and personnel to provide support to the brigade.
- Forward logistics element (FLE) is positioned and provisioned to support the brigade during relocation of the BSA, if necessary.
- FSB and BSA elements can support themselves and the brigade.
- Acceptability
 - Mission success is not at significant risk of failure.
 - Hazards to soldiers, equipment, and supplies are within acceptable limits.

OUTCOME 4 DIAGNOSTIC AID

OUTCOME 4: Sound (feasible, suitable, acceptable) decisions are made by the FSB commander and others within the FSB.

Task Elements

2. **Forward support battalion command posts acquire, evaluate, and communicate information and maintain status.**
[TRADOC Pam 11-9, Chap 7 and App D; FM 101-5, Chaps 3, 4 and 6, pp. 1-11 - 1-17, 3-50, 5-11, 6-5, 6-7, 6-8, 6-9, 6-11, 6-16, C-4, App A, C and D; FM 63-20, Chaps 7, 8 and 9, pp. 1-5, 2-3, 2-8, 3-2, 3-3, 3-4, 3-5, 5-2, 5-5, 5-6, 5-7, 5-9, 5-10, 5-11, 5-12, 5-13, 5-14, 6-2, 6-3, 6-4, 6-5, 6-6, 6-7, 6-8, 6-9, 7-3, 7-10, 9-11 and B-3; ARTEP 63-005-MTP, Task 63-1-1012, 1022, 1037, 1042, 1050 and 1051)
- 2a. The FSB commander and staff acquire information. [TRADOC Pam 11-9, Chap 7 and App D]
- 2a1 The FSB commander receives and communicates information relative to FSB operations
 - a) The FSB commander alone decides what information is critical to his decision making based on: [FM 101-5, Chap 6 and App C]
 - (1) His mission and intent.
 - (2) The brigade, DISCOM, and division commanders' intents.
 - (3) His experience.
 - b) The FSB commander changes CCIR based on: [FM 101-5, p. 6-9]
 - (1) Prior decisions and requirements for new CCIR to accommodate the progress of the battle or the situation (e.g., changes in battle phasing).
 - (2) Changes to mission, enemy, terrain, troops, and time(METT-T) which alter the FSB commander's information requirements.
 - (a) The FSB commander's visualization of the current and the desired endstate.
 - (b) New guidance or missions from the brigade or the DISCOM commander.
 - c) The FSB staff and subordinate leaders use the CCIR to focus information gathering and immediately communicate mission-critical information and recommendations that the FSB commander needs to conduct his decision-making process (DMP). [FM 101-5, pp. 6-8, 6-11, 6-16 and C-4]

3. **The forward support battalion commander visualizes the battlefield.** [FM 101-5, Chap 1, 2, 3, 4, pp. 1-4 - 1-17, 2-14, 2-15, 4-4, 4-46, 4-48 and 9-85, App C; D and E; FM 63-20, pp. 1-3, 2-5, 2-6, 2-8, 2-9, 3-6, 5-9, 5-10, 5-13, 6-2, 6-6 and 6-7; ARTEP 63-005-MTP, Task 63-1-1042 and 1050; Battle Command Techniques and Procedures, Chap 2 and 4]
- 3a. The FSB commander updates his estimate based on his assessment of the current situation based on METT-T: [FM 100-5, pp. 2-14, 2-15; FM 101-5, pp. 1-4 - 1-11, 9-85, Chap 4, App C]
- 3a1 Mission.
- a) Changes to the brigade, DISCOM, and division commanders' missions and intents.
 - b) Changes to the brigade and the DISCOM commanders' concepts of operations.
 - c) The status of progress to determine if required FSB preparation activities will be completed and achieve the needed before the battle.
 - (1) Planning and refinement of plans.
 - (2) Coordination.
 - (3) FSB elements' preparations.
- 3a2 Enemy.
- a) Whether the estimates of enemy strength, capabilities, and projected course of action (COA) are still valid.
 - b) Whether the FSB commander's EEFI is still valid.
 - c) Whether the collection plan is resulting in the collection and acquisition of necessary information.
 - (1) PIR and IR:
 - (a) Whether they are being filled.
 - (b) Whether they are adequate to focus requirements for information about the enemy.
 - (2) Whether the positioning and activity of FSB collection assets and whether external sources for acquiring information are meeting the collection plan requirements.
 - (a) MP assets.
 - (b) FSB security elements and subordinate units tasked to perform collection requirements.
 - (c) Army aviation elements.
 - (d) The brigade staff.
 - (e) Adjacent and forward units.
 - d) The FSB commander assesses the initial IPB and threat analysis documents to determine if they are still valid.
- 3a3 Troops.

- a) Whether the FFIR are still valid.
- b) Required capability to accomplish the FSB mission and achieve the visualized endstate are compared to present and projected capabilities.
 - (1) Systems and equipment (e.g., vehicles, test sets) which are ready for battle; changes in availability since initial analysis.
 - (2) Projections from the BMO and the support operations sections of equipment which will be available prior to mission execution and those which will not be available.
 - (3) Adequacy of the FSB level operations plan (OPLAN) or OPORD synchronization, coordination, integration, and refinements based on rehearsals, backbriefs, reports from the FSB S2/3, and personal inspections.
- c) Locations, activities, and intentions of supporting and supported units are appraised to determine impact on FSB preparations for battle.
 - (1) FSB planning and actions which could cause supporting and supported units to change or alter their plans.
 - (2) Supporting and supported units plans and actions which require change or alteration of the FSB plan.
- d) Subordinate unit plans and preparation activities.
 - (1) FSB platoon leaders' and company commanders' understanding of the FSB commander's intent and their plans to achieve the intent.
 - (2) Preparations of FSB companies and platoons to accomplish their missions.
 - (a) Troop leading procedures.
 - (b) Pre-combat inspections.
 - (3) Adequacy of FSB companies and other FSB elements' synchronization, integration, and coordination, to include:
 - (a) Rehearsals.
 - (b) Backbriefs.
 - (c) Reconnaissance.
 - (4) Construction of obstacles, fighting positions, and protective positions in accordance with timelines.

3a4 Terrain.

- a) Whether the initial estimate of the terrain and the appraisal of the impact of terrain on the concept of the operation are still valid.
 - (1) Terrain factors: Observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach (OCOKA).
 - (2) Obstacles and progress of FSB efforts to reinforce the terrain.

- b) Whether forecasts of weather conditions identified in the development of the plan and preparation timelines are still valid.
 - (1) Visibility (including fog and cloud cover) and light data.
 - (2) Effects of weather.
 - (a) Wind speed and directions.
 - (b) Precipitation data.
 - (c) Temperature and humidity.
 - (d) Impact on trafficability.
 - (3) Information which changes the initial assessment of weather factors.

3a5 Time.

- a) Whether key mission preparation events and activities for FSB units and brigade field trains elements are being accomplished in accordance with planned timelines.
- b) Based on what has been accomplished and what has yet to be done, whether sufficient time is available to complete all tasks by all BSA elements.

3a6 The battlefield operating systems (BOS). [FM 101-5, App C]

- a) Intelligence.
 - (1) Is the portrayal of enemy situation still valid?
 - (2) Are BSA collection assets still capable of providing required information about the enemy?
 - (3) Are original estimates about the weather and terrain still valid?
- b) Maneuver.
 - (1) Can elements of the BSA and FSB elements away from the BSA defend themselves while performing their CSS mission?
 - (2) Does the repositioning of FLEs ensure that the mission can be supported as planned?
 - (3) Will preparations be completed in accordance with the FSB commander's intent and in time to accomplish the mission?
 - (4) The FSB commander assesses the planned movement and repositioning criteria to ensure that the mission can be achieved as visualized. [FM 63-20, App A]
 - (a) Routes are reconnoitered, marked, and prepared for use.
 - (b) Movement can be conducted as envisioned; the FSB is not exposed to enemy fire during displacement.
 - (c) Movement and repositioning times allow the FSB to provide support as visualized.

- (d) The BSA defense and the support plan support the concept of the operation. Prepares a priority listing that identifies the support facilities which have the greatest impact on the brigade's current operation. [ARTEP 63-005-MTP, Task 63-1-1050]
 - (e) Distances and terrain factors which impact on displacement and repositioning are compensated for.
 - (5) The FSB commander assesses changes to planning for direct and indirect fires based on new enemy and terrain information.
 - (6) The FSB commander assesses employment criteria and events for the use of the reaction force to achieve the impact visualized.
- c) Fire support.
 - (1) Have fire support plans been adjusted based on new enemy and terrain information?
 - (2) Have direct and indirect fire coordination measures been disseminated and confirmed by FSB subordinate commanders?
 - (3) Have target lists been updated by the FSO?
 - (4) Are fire support units positioned and prepared to support the operation?
 - (5) Will the execution of the fire support plan result in indirect fires that will achieve desired results and intent? [FM 63-20, p. 5-9]
 - (6) Will fire support control measures support changes to the concept of the operation? [FM 63-20, p. 6-2]
- d) AD.
 - (1) Changes to ADA coverage are assessed to ensure support of adjusted priorities, concept of the operation, and the FSB commander's intent to provide protection to all BSA tenant activities and to critical supplies. [FM 63-20, pp. 5-9 - 5-10]
 - (2) Changes to availability of AD systems and modifications to the weapons control status are being made based on changes to the enemy air threat. [FM 63-20, pp. 5-9 - 5-10]
 - (3) Options for FSB passive AD measures are being considered based on changes or updated information. [FM 63-20, pp. 5-9 - 5-10]
- e) M/CM/S for the BSA.
 - (1) The FSB countermobility plan.
 - (a) Are obstacles in place or projected to be?
 - (b) Are obstacles observed and covered by fire?
 - (c) Are obstacles constructed to standard?
 - (d) Is there adequate barrier material and equipment? Will it be delivered on time?
 - (e) Is the FSB countermobility plan still valid? [FM 63-20, p. 5-10]

- (2) Changes to the FSB survivability plan. The FSB commander assesses the status of subordinate unit fighting position preparation to determine whether the force will be ready or if there is a need for changes to the plan. [FM 63-20, p. 5-13]
- (3) Changes to the FSB OPSEC, security forces, and subordinate unit local force protection operations:
 - (a) The FSB commander assesses the adequacy of MP patrols and BSA reconnaissance elements to ensure that the BSA is protected as it prepares for the mission.
 - (b) The FSB commander assesses the effectiveness of the BSA's OPSEC measures in denying the enemy information that provides indications of the FSB commander's concept of the operation (e.g., FSB disposition and activities).
- f) Combat service support.
 - (1) Is there a need to adjust CSS priorities based on new information?
 - (2) The FSB commander assesses organizational and DS supply operations to ensure compliance with his guidance and intent. [FM 63-20, p. 6-6]
 - (a) Routine resupply activities are reviewed to determine whether the plan can be supported.
 - (b) Emergency resupply activities are reviewed to determine adequacy of uploaded, pre-configured CL III and CL V push packages.
 - (c) Priorities for resupply are reviewed to determine changes based on new conditions or information.
 - (d) Critical supplies (e.g., fuel, ammunition, barrier) are prepositioned as far forward as possible. [FM 63-20, p. 2-9]
 - (e) Ensures that adequate GRREG supplies are available. [FM 63-20, p. 2-9]
 - (f) Ensures that adequate capability will be available to conduct ROM operations.
 - (3) The FSB commander assesses organizational and DS transportation operations to ensure compliance with his guidance and intent. [FM 63-20, pp. 6-6 - 6-7]
 - (a) Required supplies, equipment, and personnel are being delivered to subordinate units and supported units on designated and approved MSRs and ASRs; assets are used to back-haul.
 - (b) Availability and serviceability of assets are reviewed to ensure that mission-related material is being transported in accordance with requirements. If not, the commander:
 - 1 Determines need to request additional assets to supplement the FSB.
 - 2 Assesses the need to change the planned employment of FSB assets.
 - (c) Changes to MSR and ASR conditions by weather or enemy action are assessed.
 - (d) Any required landing zones (LZs) are prepared. [FM 63-20, p. 2-13]
 - (e) Are there sufficient transportation assets available and operational to support the operation?

- (4) The FSB commander assesses FSB organizational and DS maintenance operations to ensure compliance with his guidance and intent. [FM 63-20, p. 6-6]
 - (a) Repairs are performed to bring units to fully mission-capable or mission-capable status.
 - (b) The FSB commander assesses maintenance, cannibalization, and controlled substitution/exchange guidance; changes guidance to meet updated maintenance status.
 - (c) The FSB commander checks performance of preventive maintenance checks and services and periodic services to ensure that subordinate units sustain combat power.
 - (d) The FSB commander reviews maintenance support to assigned, attached, DS, and operational control (OPCON) units to ensure that support is provided in compliance with his guidance.
 - (e) The FSB commander reviews the current and projected state of maintenance of equipment for both the battalion and the brigade.
- (5) The FSB commander assesses DS medical operations to ensure compliance with his guidance and intent. [FM 63-20, p. 6-7]
 - (a) Reviews activities performed by subordinate leaders to prevent and reduce battlefield stress to ensure that personnel strength is available for the mission.
 - (b) Ensures that ambulances are positioned at battalion aid stations (BASs) and that AXPs are established. [FM 63-20, pp. 2-5 - 2-6]
 - (c) Ensures that changes to the employment of FSB medical and medical evacuation plans are made based on updated information.
 - 1 Supported aid station(s), AXPs, and the medical company are prepared to receive and evacuate casualties.
 - 2 Medical personnel, supplies, and equipment are available and positioned to support the concept of the operation, to include ensuring that medical elements have a full basic load of supplies. [FM 63-20, p. 2-8]
 - 3 The evacuation plan and the casualty tracking system are coordinated between the FSB medical company, the FSB S1, and S1s of other brigade units.
 - (d) Ensures that medical personnel, supplies, and equipment are available and positioned to support the concept of the operation.
- (6) The FSB commander assesses personnel operations to ensure compliance with his guidance and intent.
 - (a) Morale, welfare, and recreation support is reviewed to determine that it is meeting requirements.
 - (b) The FSB S1 reviews replacement operations to ensure that new personnel are received and assigned in accordance with the commander's guidance and intent. The S1 section:
 - 1 Processes replacements. [ARTEP 63-005-MTP, Task 63-1-1042]

- 2 Establishes a replacement receiving point. [ARTEP 63-005-MTP, Task 63-1-1042]
 - 3 Assigns replacements based on unit requirements, priority of requirements, and military occupational specialty (MOS). [ARTEP 63-005-MTP, Task 63-1-1042]
 - 4 Prepares arrival and data cards transactions. [ARTEP 63-005-MTP, Task 63-1-1042]
 - 5 Briefs replacements on unit assignment and tactical situation. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (c) Will the status of personnel fill enable units to accomplish their missions and tasks?
 - (7) The FSB commander assesses the status of morale in the BSA.
 - (8) The FSB commander ensures that all elements operating in the brigade area of operations (AO), including division and corps assets, are provided levels I and II medical care. [FM 63-20, pp. 1-3 and 3-6]
- g) Command and control.
 - (1) Key BSA communications links are operational.
 - (2) Current and projected locations of FSB CPs provide for continuous C2.
- 3a7 The FSB commander provides guidance and directives to the staff and subordinate leaders to provide missing information required to fill gaps in his ability to assess the FSB's state of preparation. [FM 63-20, p. 6-2]
- 3b. The FSB commander projects the outcome of the current battle based on his evaluation of the current plan and battalion preparedness. [FM 101-5, pp. 1-11 - 1-17, 4-4]
- 3b1 Based on changes to his estimate of the current situation and/or a new order, the FSB commander decides whether his visualization of the endstate necessary for the FSB will still accomplish the FSB mission.
- 3b2 The FSB commander assesses preparedness by anticipating factors associated with each BOS. [FM 101-5, Chap 4; FM 34-130; Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 38-45; FM 34-8, Chap 1,2, App C]
 - a) Intelligence.
 - (1) What is the enemy's capability to disrupt BSA operations and other CSS activities?
 - (2) What is the capability of the enemy to interdict lines of communications (LOC)?
 - (3) What will be the terrain and road conditions and considerations at the conclusion of the current battle?
 - (4) What will the weather conditions be at the conclusion of the current battle?
 - b) Maneuver.
 - (1) What will be the combat strength of the brigade's maneuver forces at the conclusion of the current battle?

- (2) Where will brigade maneuver forces, to include follow-on, reserve, or uncommitted units, be at the conclusion of the current battle?
 - (3) What will the task organization be at the end of the current battle?
- c) Command and control.
 - (1) Does his current CCIR need revision or updating?
 - (2) What will be the status of unit morale, cohesion, and capability to continue operations at the end of the current battle?
 - (3) What will the status of C3 be at the conclusions?
 - (4) What are the capabilities of subordinate leaders to assume command in the event of commander casualties?
- d) Fire support.
 - (1) Will the brigade's supporting artillery be in range to support BSA operations?
 - (2) What will be the status of artillery ammunition?
- e) AD.
 - (1) What AD assets will be available at the end of the current battle to support the BSA and to protect the MSRs and ASRs?
 - (2) What will the status of the early warning system be?
 - (3) What will be the status of the AD C2 system be at the end of the battle?
 - (4) What will the enemy air threat be at the end of the battle?
- f) Mobility/survivability (M/S).
 - (1) What engineer assets and CL IV/V supplies will be available to support M/CM/S operations at the end of the battle?
 - (2) What will be the engineer unit capability to continue operations in support of the BSA?
- g) Combat service support.
 - (1) What will the operational capability of the subordinate unit's CSS system be at the end of the current battle?
 - (2) Are supplies adequate to support the brigade operation and to support the FSB and will they be delivered on time?
 - (a) Will there be sufficient CL III on hand and prepositioned at the right locations to support the brigade commander's concept of the operation?
 - (b) Will there be sufficient CL IV and V barrier material on hand and at the right locations to support the brigade commander's barrier plan?
 - (c) Will there be sufficient CL V on hand and prepositioned at the right locations to support the brigade commander's concept of the operation?
 - (3) Will there be sufficient medical assets on hand to handle brigade casualties and evacuation?

(4) Will there be sufficient transportation assets on hand to support distribution of critical supplies?

3b3 The commander assesses the impact of new FRAGOs or OPORDs from the brigade and the DISCOM which direct new missions.

- a) The time required to plan and prepare for new mission based on current mission timelines.
- b) The ability of the FSB to respond to the new situation based on level of mission preparedness.
 - (1) Assets available to respond without impacting the FSB's ability to perform the current mission.
 - (2) Availability of combat support (CS), CSS, and supplies to support the new situation without impacting on support necessary for the current mission.
- c) The capability of the staff to dedicate time and effort to plan and coordinate new missions; the impact of diverting key staff members from monitoring preparations for the current mission to planning for a new mission.

3c. The FSB commander considers future requirements and actions (sequels) based on his projection of the outcome of the current battle. [FM 101-5, pp. 1-15, 4-46 and App C, D and E; Battle Command Techniques and Procedures, Chap 2 and 4]

3c1 Will the brigade be capable of conducting follow-on operations?

- a) What critical supplies will be required?
- b) What critical maintenance requirements will exist?
- c) What critical medical treatment and evacuation requirements will exist?

3c2 Will the brigade be required to reconstitute units?

- a) What critical supplies will be required?
- b) What critical maintenance requirements will exist?
- c) What critical medical treatment and evacuation requirements will exist?
- d) What transportation assets will be required above and beyond the capability of the FSB?
- e) What DISCOM and corps CSS assets will be required to assist in reconstitution?

3d. The FSB commander informs the brigade and the DISCOM commander of the results of his assessment. [AN]

3d1 The FSB commander's projection of the current battle indicates that the brigade and the DISCOM commanders' intent cannot be met without receipt of additional assets or modification to the brigade mission.

3d2 The FSB can accomplish the mission.

- 3e. The FSB commander decides whether the plan needs to be changed.
- 3e1 The FSB commander decides the current plan meets the assessed situation and continues to monitor and direct FSB battle preparations. [FM 101-5, p. 4-48]
- 3e2 The FSB commander decides the plan must be modified. [FM 101-5, p. 4-48]
 - a) The FSB commander decides to initiate a FRAGO, considers: (See task 4 for description of how to develop and issue this FRAGO). [FM 101-5, pp. 1-14 - 1-16]
 - (1) Whether COAs previously developed can be modified and developed as the new plan.
 - (2) Time available to develop, coordinate, and implement a new plan.
 - (3) Subordinate units' time to complete new preparation requirements under the new plan and task organization.
 - (4) The FSB staff's ability to continue to monitor and direct current FSB activities while meeting new planning requirements.
 - b) The FSB commander assesses the impact of the FRAGOs with the brigade and the DISCOM.
 - (1) The time required to plan and prepare for new mission based on current mission timelines.
 - (2) The ability of the FSB to respond to the new situation based on the level of mission preparedness.
 - (a) Availability of assets to respond without impacting the FSB's ability to perform the current mission.
 - (b) Capability of the FSB staff to dedicate time and effort to plan and coordinate new missions; impact of diverting key staff members from monitoring preparations for the current mission to planning for a new mission.
 - c) The FSB commander determines the effects on the military decision-making process (MDMP) based on complexity, potential probable confusion on the battlefield, staff availability, and time available. [FM 101-5, Chap 4]
- 4. **The forward support battalion commander directs changes to the operation or plan.** [FM 101-5, pp. 4-7 - 4-60, 6-33 and C-2, App B and H; FM 63-20, p. 6-2; ARTEP 63-005-MTP, Tasks 63-1-1013, 1022 and R326]
- 4b. The FSB commander conducts the MDMP in a time-constrained environment. [FM 101-5, pp. 4-41 - 4-60]
- 4b1 When planning changes to current orders during the preparation phase of the battle, the FSB commander must consider:
 - a) Using products developed during the MDMP for the current mission as reference points from which modifications are made to predetermined branches and sequels.
 - (1) Weather analysis.

- (2) Terrain analysis.
- (3) Current updated staff estimates.
 - (a) FSB capabilities.
 - (b) Constraints.
- (4) PIR, EEFI, and FFIR the FSB commander needs to visualize the current situation and required endstates.
- b) The FSB commander and staff simultaneously monitor, plan, and direct all aspects of FSB operations.
- c) The FSB commander and staff maintain the pace of FSB preparations to be ready not later than the designated time, make changes in a timely manner, and, if appropriate, plan for a future mission.
- d) Typically, one enemy and one friendly COA are assessed due to the time constraints which limit and streamline the MDMP.
- e) Components of the FSB commander's assessment, based on the situation are:
 - (1) Current situation compared to required endstates of friendly and enemy forces.
 - (2) Recognition of similarities and/or differences between the initial plan and new requirements.
 - (3) Assessment of friendly force posture and support requirements, enemy probable actions and postures and battle space.

4b2 The FSB commander completes an update of his estimate.

- a) The FSB commander and staff anticipate the outcome of the current battle as a start point for considering future requirements and actions.
- b) Mission: Identifies specified and implied tasks which his FSB must accomplish.
- c) Enemy:
 - (1) Enemy strength, location, disposition, activity, equipment, and capabilities.
 - (2) Terrain and weather: The FSB commander identifies specific aspects of OCOKA, soil type, hydrology, climatic conditions, and visibility.
 - (3) Troops: The FSB commander compares the FSB's capability with what he believes is necessary to accomplish the mission.
 - (4) Time: The FSB commander determines the time available for planning, preparing, and executing the operation for both enemy and friendly forces.

4b3 The FSB commander develops the new concept by considering: [FM 101-5, p. 4-48]

- a) The current situation and information.
- b) Whether the FSB has the means to execute the new mission.
- c) The brigade and the DISCOM commanders' intents and desired endstates.

- d) The FSB commander may request information from the staff to support his COA development.
 - (1) BOS specific information from selected staff members.
 - (2) Information available in products developed during the initial mission-deliberate MDMP.

- 4b4 The FSB staff assists the FSB commander in developing the new concept by providing recommendations relative to their functional areas. [FM 101-5, pp. 6-33, C-2]
 - a) Utilizes products and analyses developed during the initial mission deliberate MDMP to define branches and sequels for consideration.
 - b) Provides recommendations to modify existing branches and sequels to meet new requirements.
 - c) Provides recommendations on developing new branches and sequels based on new requirements.

- 4b5 The FSB commander describes his revised concept to his staff: [FM 101-5, p. 4-49]
 - a) His intent, if changed.
 - b) COA(s).
 - c) CCIR information requirements.
 - d) Limitations.
 - e) Risks.

- 4b6 The FSB commander performs a suitability-feasibility-acceptability analysis of the new plan. The FSB commander can perform the analysis by himself or with staff assistance. [FM 101-5, p. 4-51]
 - a) Suitability aspect considers:
 - (1) Does the new concept accomplish the FSB mission?
 - (a) Are critical supplies provided at the right place and at the right time?
 - (b) Are critical weapons systems being repaired and returned in sufficient time to give the brigade commander the combat power he needs to accomplish his mission?
 - (c) Is the medical treatment and evacuation system adequately manned and positioned to respond to anticipated casualties?
 - (d) Is the FSB capable of sustaining itself during the operation?
 - (2) Does the new concept meet the brigade and the DISCOM commanders' intents?
 - (a) Will CSS assets and personnel be in the correct position and in the necessary quantities to respond to anticipated branches and sequels?
 - (b) Will the BSA, FLE, and CSS assets be able to respond to an unanticipated change in mission?
 - (3) Does the plan meet the FSB commander's intent and desired endstate?

- (a) Can the BSA provide the necessary support to the brigade?
 - (b) Can the DISCOM provide necessary support to the FSB to enable the FSB commander to accomplish his mission?
 - (c) Will the BSA and forward CSS elements be adequately protected from enemy actions?
- b) Feasibility aspect considers:
 - (1) Time: Is there time to execute the plan(s) as designed?
 - (a) Can the FLEs respond to brigade requirements in a timely manner?
 - (b) Is there sufficient time to prepare for the battle?
 - (c) Will the ultimate location of the brigade task forces be such that the BSA will not be able to provide support in a timely manner?
 - (d) If the BSA must relocate to provide continuing support, are the FLEs positioned and do they have adequate supplies to provide the necessary support while the BSA relocates?
 - (2) Means: Does the FSB have the means to execute the plan(s) as designed?
 - (a) Are sufficient supplies, equipment, and personnel available to provide necessary support to the brigade?
 - (b) Can the FSB and BSA elements adequately support themselves?
- c) Acceptability aspect considers:
 - (1) Is the risk to mission accomplishment acceptable?
 - (2) Are the BSA and FLE exposed to unacceptable enemy hazards?
 - (3) Have all possible actions been taken to reduce the loss of personnel and equipment through accidents?

4b7 The FSB commander quickly compares COAs (if more than one).

4b8 The FSB commander selects a COA and announces his decision to key FSB staff members.

4b9 The FSB commander conducts mission risk assessment to ensure that conditions most likely to cause mission failure and accidents (including fratricide) have been considered.

- a) FSB units have been tasked within their capabilities.
- b) The FSB commander, staff, and subordinate leaders identify risk or safety hazards. [ARTEP 63-005-MTP, Task 63-1-R326]
 - (1) Identify specified and implied missions or tasks in the brigade OPORD or FRAGO. [ARTEP 63-005-MTP, Task 63-1-R326]
 - (2) Identify all risks associated with specified and implied missions or tasks. [ARTEP 63-005-MTP, Task 63-1-R326]

- (3) Integrate safety in every phase of the planning process. [ARTEP 63-005-MTP, Task 63-1-R326]
 - (4) Identify the benefits of safety to the FSB's mission and the potential cost of risk or safety hazards (e.g., potential for loss of personnel, equipment, or critical supplies due to enemy actions or accidents). [ARTEP 63-005-MTP, Task 63-1-R326]
 - (5) Conduct continuous assessment of phases of operations for safety and risk reduction. [ARTEP 63-005-MTP, Task 63-1-R326]
 - c) The FSB commander, staff, and subordinate leaders evaluate risk or safety hazards identified during operations. [ARTEP 63-005-MTP, Task 63-1-R326]
 - (1) Identify previously executed unsafe acts and their corrective actions. [ARTEP 63-005-MTP, Task 63-1-R326]
 - (2) Identify all unwarranted risks. [ARTEP 63-005-MTP, Task 63-1-R326]
 - (3) Compare identified risk to the FSB commander's acceptable level based on the stated objectives. [ARTEP 63-005-MTP, Task 63-1-R326]
 - (4) Calculate projected loss of equipment and personnel from accidents by reviewing historical records. [ARTEP 63-005-MTP, Task 63-1-R326]
 - (5) Describe operations in terms of their risk level (high, medium, low). [ARTEP 63-005-MTP, Task 63-1-R326]
 - d) The FSB commander eliminates or reduces risk and safety hazards. [ARTEP 63-005-MTP, Task 63-1-R326]
 - (1) Develops measures and procedures that reduce risk. [ARTEP 63-005-MTP, Task 63-1-R326]
 - (2) Provides guidance that enhances safety in all phases of operation. [ARTEP 63-005-MTP, Task 63-1-R326]
 - (3) Prescribes safety and protective equipment that enhances safety and reduces risks. [ARTEP 63-005-MTP, Task 63-1-R326]
 - e) The FSB staff personnel employ safety procedures. [ARTEP 63-005-MTP, Task 63-1-R326]
 - (1) Practice safety procedures during all mission rehearsals. [ARTEP 63-005-MTP, Task 63-1-R326]
 - (2) Correct unsafe acts on the spot. [ARTEP 63-005-MTP, Task 63-1-R326]
 - (3) Report all risk and safety violations (beyond unit's corrective level) to the FSB S2/3 section or FSB safety officer. [ARTEP 63-005-MTP, Task 63-1-R326]
- 4b10 The FSB commander reviews the current CCIR to determine: [FM 101-5, pp. 4-47 - 4-48]
- a) If the initial CCIR are still valid to provide the FSB commander with the information required to continue to assess the situation.
 - b) If new CCIR are required to provide the FSB commander with the information required to make decisions about the plan.

5. **The forward support battalion commander directs and leads subordinate forces.** [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]
- 5e. The FSB commander exercises leadership and maintains unit cohesion and discipline. [Battle Command, p. 11-15; FM 22-100, Chaps 4, 5 and 6]
- 5e5 The FSB commander monitors subordinates and himself for degradation of mental and physical capability[Battle Command, p. 27 and 28]
- a) The FSB commander monitors his own physical and mental state and gets rest.
- 5h. The FSB commander integrates the BOS during visits, backbriefs, and rehearsals. [FM 101-5, p. H-36 - H-42]
- 5h1 The FSB commander integrates intelligence requirements with the other BOS.
- a) The FSB commander and the FSB S2/3 review the DST and enemy situation template to ensure that threat courses of action are clear and understood.

OUTCOME 5 ASSESSMENT

OUTCOME 5: Affected units and personnel receive relevant direction, changes, and refinements to plans in time to perform troop leading procedures and required preparation. (Use Tables 2, 3, 4, 5, 6, 7, and 8)

Component A: FSB staff issues WARNOs and FRAGOs.	Adequate	Marginal	Not Adequate
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Assessment Statements

- If situation warrants, the FSB battalion commander directs staff to prepare a FRAGO to change plans.
- The FSB issues a WARNO to alert staff members and subordinate units that the plan will be changed.
- FRAGO is complete:
 - Mission statement.
 - FSB commander's intent and concept of the operation.
 - Pertinent extracts from more detailed orders.
 - Task organization, if modified.
 - Control measures.
 - Changes to existing orders.
 - Modified timeline.
- Documents that support FRAGO are updated and reflect commander's current guidance:
 - Graphics.
 - DST.
 - Synchronization matrix.
 - CSS execution matrix.
 - Fire support plan.
 - Communications plan.
 - CSS plan.

- FSB FRAGO is distributed to all affected elements.
- Subordinate units receive FRAGO in time to complete new preparation requirements.
- FSB support operations section coordinates the FSB FRAGO:
 - Provides planning information to the brigade S4.
 - Provides planning assistance for support related to supply, maintenance, transportation, health services, and field services.

Component B: FSB staff directs preparation for battle.	Adequate	Marginal	Not Adequate
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Assessment Statements

- FSB support operations section directs logistical support during the brigade's preparation for battle.
 - Directs CL I and CL II support.
 - Directs the CL III system and coordinates CL III support activities (offense, defense, and NBC).
 - Directs CL IV support, directs the CL IV system, and coordinates CL IV support during defensive operations and in an NBC environment.
 - Directs the CL V system and coordinates CL IV support during offensive and defensive operations and in an NBC environment.
 - Directs CL VI support activities.
 - Directs CL VII support.
 - Directs water support operations.
 - Directs maintenance operations.
 - Coordinates maintenance support during offensive and defensive operations and in an NBC environment.
 - Directs BSA health services support operations.
 - Directs medical supply and maintenance operations.
 - Directs and maintains status of BSA transportation assets.
 - Directs graves registration support in the BSA.
 - Directs clothing exchange and bath, salvage, laundry and renovation support.
 - Directs and coordinates support for MPs and chemical elements in the brigade area.

- The FSB commander and the support operations section coordinate CL IV and V activities in the BSA.
- The FSB S1 and S1 section coordinate internal medical support.
- The FSB S4 and S4 section coordinate the following:
 - Internal FSB maintenance operations.
 - Internal FSB supply operations.
 - FSB field services requirements.
 - FSB internal transportation requirements.

OUTCOME 5 DIAGNOSTIC AID

OUTCOME 5: Affected units and personnel receive relevant direction, changes, and refinements to plans in time to perform troop leading procedures and required preparation.

Task Elements

Component A: Staff issues WARNOs and FRAGOs.

- 4. **The forward support battalion commander directs changes to the operation or plan.** [FM 101-5, pp. 4-7 - 4-60, 6-33 and C-2, App B and H; FM 63-20, p. 6-2; ARTEP 63-005-MTP, Tasks 63-1-1013, 1022 and R326]
- 4b. The FSB S2/3 section coordinates base cluster defensive activities. [ARTEP 63-005-MTP, Task 63-1-1050]
 - 4b1 Conducts base assessment of each base and its defense measures to ensure compliance with the BSA rear operation plan. [ARTEP 63-005-MTP, Task 63-1-1050]
 - 4b2 Provides the BSA sector's tactical situation and status to the DISCOM SPO section, the division RCPOC, and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1050].
 - 4a. The commander and/or staff issue WARNOs to alert staff members and subordinate elements that the plan will be changed. WARNOs may include: [FM 101-5, p. 4-55]
 - 4a1 The enemy situation, events, and the mission, task, or operation.
 - 4a2 The brigade and the DISCOM missions.
 - 4a3 The Bde and DISCOM commanders' intents.
 - 4a4 The FSB commander's intent statement.
 - 4a5 The earliest time of movement or degree of notice the commander gives to the main body.

- 4a6 Orders for preliminary action, reconnaissance, surveillance, and observation.
- 4a7 Service support instructions and special equipment necessary, regrouping of transportation, or preliminary moves to assembly areas.
- 4a8 The rendezvous point or time for assembly of an orders group, whether commanders or representatives are to attend, and time needed for issuing written orders.
- 4c. The FSB commander directs preparation of a FRAGO. [FM 63-20, p. 6-2; FM 101-5, App H]
- 4c1 The FSB XO manages and supervises internal and external coordination by the staff to synchronize plan refinements.
- 4c2 The FSB staff takes prompt action to accomplish the guidance given by the FSB commander.
 - a) Publishes refinements to orders and planning and execution products such as the DST, synchronization matrix, FSEM.
 - b) Initiates requests to higher and adjacent units for additional support.
- 4c3 The FSB staff refines plans, facilitates planning for future operations, identifies and corrects problems identified during subordinate unit preparations, and coordinates additional support from the DISCOM.
- 4c4 The FSB staff develops FRAGOs reflecting changes to the initial plan for the FSB commander's approval: [FM 101-5, App H]
 - a) Graphics and control measures for the operation.
 - b) DST and synchronization matrix.
 - c) Fire support plan.
 - d) Communications plan.
 - e) CSS plan.
- 4c5 The FSB support operations section prepares an FSB FRAGO to support the operations annex in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1022]
 - a) Prepares operational changes as specified by the FSB support operations officer based on supplemental information. [ARTEP 63-005-MTP, Task 63-1-1022]
 - b) Completes the message form format in accordance with TSOP within the time specified in the FSB commander's or support operations officer's guidance. [ARTEP 63-005-MTP, Task 63-1-1022]

- c) Forwards draft FSB FRAGOs to the FSB support operations officer for review and approval. [ARTEP 63-005-MTP, Task 63-1-1022]
 - d) Forwards the approved FSB FRAGO to the FSB S2/3 section for publication. [ARTEP 63-005-MTP, Task 63-1-1022]
- 4d. The FSB commander approves the FSB FRAGO and directs the staff to issue it. [FM 63-20, p. 6-2; FM 101-5, p. 4-49]
- 4d1 The FSB commander and staff issue FSB FRAGOs. [FM 101-5, App H]
 - a) Mission statement.
 - b) The FSB commander's intent and concept of the operation.
 - c) Pertinent extracts taken from more detailed orders.
 - d) Task organization, if modified.
 - e) Control measures that promote initiative, synchronization, and agility while minimizing exposure to fratricide.
 - (1) Graphics and control measures for the operation.
 - (2) DST and synchronization matrix.
 - (3) Fire support plan.
 - (4) Communications plan.
 - (5) CSS plan.
- 4d2 The FSB FRAGO is distributed to all affected elements [ARTEP 63-005-MTP, Task 63-1-1022]
- 5. **The forward support battalion commander directs and leads subordinate forces.** [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]
- 5a. The FSB commander takes actions to ensure that subordinate FSB leaders have a clear understanding of his intent and concept. [FM 101-5, pp. 4-59/60]
- 5a3 The FSB commander briefs and disseminates updated orders, DST, synchronization matrix, and other mission documents.
- 5i. The FSB commander ensures that the FSB OPORD/FRAGO and all critical associated documents are updated and reflect his most current guidance. [FM 101-5, App H]

- 5j. The FSB staff distributes the refined/updated FSB OPORD, FRAGO, and associated documents to the subordinate units operating in the BSA.

Component B: Staff directs preparation for the battle.

2. **Forward support battalion command posts acquire, evaluate, and communicate information and maintain status.** [TRADOC Pam 11-9, Chap 7 and App D; FM 101-5, Chaps 3, 4 and 6, pp. 1-11 - 1-17, 3-50, 5-11, 6-5, 6-7, 6-8, 6-9, 6-11, 6-16, C-4, App A, C and D; FM 63-20, Chaps 7, 8 and 9, pp. 1-5, 2-3, 2-8, 3-2, 3-3, 3-4, 3-5, 5-2, 5-5, 5-6, 5-7, 5-9, 5-10, 5-11, 5-12, 5-13, 5-14, 6-2, 6-3, 6-4, 6-5, 6-6, 6-7, 6-8, 6-9, 7-3, 7-10, 9-11 and B-3; ARTEP 63-005-MTP, Task 63-1-1012, 1022, 1037, 1042, 1050 and 1051]
- 2b. The FSB commander and staff evaluate information.
- 2b6 The FSB S2/3 and the support operations officer evaluate information pertaining to the BSA and brigade M/CM/S efforts: [FM 101-5, p. 3-50]
a) The FSB S2/3 section coordinates M/CM/S support. [FM 63-20, p. 5-10]
- 2c. The FSB commander and staff distribute information.
- 2c1 The FSB staff disseminates the FSB CCIR, PIR, EEFI, and FFIR to subordinate elements in the BSA.
a) Briefs MP patrol leaders and other R&S forces on collection tasks. [FM 63-20, p. 5-10]
5. **The forward support battalion commander directs and leads subordinate forces.** [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]
- 5b. The FSB S2/3 section coordinates base cluster defensive activities. [ARTEP 63-005-MTP, Task 63-1-1050]
- 5b1 Conducts base assessment of each base and its defense measures to ensure compliance with the BSA rear operation plan. [ARTEP 63-005-MTP, Task 63-1-1050]

- 5c. The FSB support operations section directs subordinate elements providing CSS direct support for conduct of brigade combat operations. This includes coordination for all aspects of support for brigade combat and combat support elements (e.g., DS field artillery battalion and engineer battalion).
- 5c1 The FSB support operations officer supervises external logistics and HSS operations. Coordination with the brigade S4 and TFs' headquarters and headquarters company (HHC) commanders is required. [ARTEP 63-005-MTP, Task 63-1-1022]
- 5c2 The FSB support operations section coordinates logistical aspects of the tactical situation. [ARTEP 63-005-MTP, Task 63-1-1022]
- 5c3 The FSB support operations section directs logistical support during the brigade's preparation for battle.
 - a) The FSB support operations section directs CL I support. [ARTEP 63-005-MTP, Task 63-1-1030]
 - (1) Coordinates CL I supply point operation schedule with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1030]
 - (2) Coordinates CL I deliveries from the DSA with the DMMC and the headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1030]
 - (3) Coordinates resolution of CL I problems with the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1030]
 - (4) Coordinates ration change request from the brigade S4 with the DMMC. [ARTEP 63-005-MTP, Task 63-1-1030]
 - (5) Coordinates CL I air resupply operations with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1030]
 - b) The FSB support operations section directs CL II support. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (1) Monitors requisitions and issues between maneuver brigade units and the FSB headquarters and supply company for compliance with sustainment controls in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (2) Coordinates resolution of CL II supply problems with the brigade S4 and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (3) Coordinates deliveries from corps to brigade units with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (4) Coordinates emergency or air resupply during NBC intrusions with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1029]
 - c) The FSB support operations section directs the CL III system. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (1) Identifies all sustainment controls and priorities set forth in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (2) Forwards bulk fuel forecast from the brigade S4 to the DMMC. [ARTEP 63-005-MTP, Task 63-1-1026]

- (3) Coordinates throughput bulk products delivery with the brigade S4 and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
- (4) Coordinates resolution of actual or anticipated CL III problems with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
- (5) Maintains current location(s) of CL III supply points in the BSA and supporting elements in the DSA. [ARTEP 63-005-MTP, Task 63-1-1026]
- (6) Monitors daily consumption reports from the FSB headquarters and supply company to the DMMC to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1026]
- (7) Maintains current storage capabilities of the FSB headquarters and supply company and the maneuver battalions. [ARTEP 63-005-MTP, Task 63-1-1026]
- (8) Monitors maneuver battalions' basic load status in coordination with the brigade S4 to ensure that they are maintained at prescribed levels. [ARTEP 63-005-MTP, Task 63-1-1026]
- (9) Provides CL III status update to the support operations officer and the XO, as required. [ARTEP 63-005-MTP, Task 63-1-1026]
- d) The FSB support operations section coordinates CL III support activities. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (1) Coordinates CL III pickup schedules with the FSB headquarters and supply company, the brigade S4, and non-brigade elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (2) Monitors CL III requisitions and issues from distribution points to Bn TFs to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (3) Coordinates CL III deliveries by the FSB headquarters and supply company to using units with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (4) Coordinates fuel diversions or re-routes to meet unexpected surge requirements with the DISCOM material management center (MMC) and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (5) Coordinates the impact of the threat capability to interdict distribution routes with the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (6) Monitors CL III distribution point(s) daily status reports to verify current bulk and packaged CL III levels. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (7) Provides CL III status updates to the brigade S4 and the DISCOM SPO, as required. [ARTEP 63-005-MTP, Task 63-1-1026]
- e) The FSB support operations section coordinates CL III support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (1) Identifies all sustainment controls and priorities set forth in the service support annex. [ARTEP 63-005-MTP, Task 63-1-1026]

- (2) Implements the increased consumption plan in coordination with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (3) Provides adjustment recommendations for bulk fuel forecasts to reflect increased requirements to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (4) Coordinates the relocation of CL III supply points to forward locations as the attack develops with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (5) Maintains current revisions to customer support lists that reflect changing operational requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (6) Coordinates throughput bulk fuel and fog oil distribution with the DMMC and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (7) Coordinates bulk fuel airdrop or sling load resupply with the DISCOM SPO and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- f) The FSB support operations section coordinates CL III support during defensive operations, including retrograde. [ARTEP 63-005-MTP, Task 63-1-1026]
- (1) Coordinates stockpiling of limited amounts of CL III products in centrally located battle positions as directed by the brigade S4 with the DMMC and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (2) Monitors the petroleum, oil, and lubricant (POL) portion of push-packages to ensure that required amounts are forwarded until units request suspension of delivery through the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (3) Organizes CL III assets for nighttime resupply operations to reduce the chances of threat interference. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (4) Repositions CL III assets by echelon, to the rear. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (5) Directs the FSB headquarters and supply company to upload as many CL III assets as possible. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (6) Coordinates adjustments to the fuel consumption forecast to reduce the quantity of fuel pushed forward with the brigade S4 during retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (7) Coordinates the evacuation of petroleum products to planned fall-back points as directed by the brigade S4 with the DISCOM SPO and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (8) Provides instructions for the destruction of petroleum products to supported and subordinate units to prevent their capture or use by enemy forces. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (9) Directs the evacuation of CL III at night and during periods of limited visibility. [ARTEP 63-005-MTP, Task 63-1-1026]

- (10) Coordinates security requirements with the brigade S3 and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- g) The FSB support operations section coordinates CL III support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (1) Identifies the location, type, and amount of contaminated petroleum products within the BSA. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (2) Coordinates the issuance of contaminated petroleum products with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- h) The FSB support operations section directs CL IV support. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (1) Monitors requisitions and issues between brigade units and the FSB headquarters and supply company for compliance with sustainment controls as established by the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (2) Coordinates resolution of CL IV supply problems with the brigade S4 or the brigade engineer and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029].
 - (3) Coordinates delivery schedules with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (4) Coordinates increased demands during defensive operations with the brigade S4, the DISCOM SPO, and the MSB support operations section. [ARTEP 63-005-MTP, Task 63-1-1029]
- i) The FSB support operations section directs the CL IV and V system. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (1) Identifies all sustainment controls and priorities set forth in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (2) Coordinates resolutions of actual or anticipated CL IV and V problems with the brigade S4, the DISCOM SPO, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (3) Maintains current locations of all ATPs, corps ammunition supply points (ASP), and other stockpiles that are located in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (4) Maintains current CL IV and V stockage levels of all brigade units. [ARTEP 63-005-MTP, Task 63-1-1027]
- j) The FSB support operations section coordinates CL IV and V activities in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (1) Coordinates CL V supplies pickup schedules with the ATP and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (2) Monitors CL V requisitions and issues from the ATP to Bn TFs to ensure compliance with established sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1027]

- (3) Coordinates with the brigade S4 for CL IV and V deliveries from corps to brigade units. [ARTEP 63-005-MTP, Task 63-1-1027]
- (4) Provides recommendations to the DAO and the brigade S4 concerning CL V cross-leveling and changes to support procedures as dictated by priorities and the changing tactical situation. [ARTEP 63-005-MTP, Task 63-1-1027]
- (5) Coordinates with the DAO, the ATP, and the brigade S4 on CL V diversions or re-route to meet unexpected surge requirements. [ARTEP 63-005-MTP, Task 63-1-1027]
- (6) Coordinates ammunition supply quality assurance, explosive ordnance disposal, and inspection/malfunction investigations with the DISCOM SPO and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1027]
- (7) Monitors levels by inspecting the ATP daily stockage report to the DMMC DAO. [ARTEP 63-005-MTP, Task 63-1-1027]
- (8) Provides ammunition status updates to the support operations officer and the XO, as required. [ARTEP 63-005-MTP, Task 63-1-1027]
- k) The FSB support operations section coordinates CL V support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (1) Identifies all sustainment controls and priorities set forth by the brigade OPORD or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (2) Identifies location(s) and amounts of all stockpiled ammunition located in the BSA or other forward locations. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (3) Coordinates with the DISCOM SPO section and the brigade S4 for additional transportation requirements for the movement of ammunition within the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (4) Coordinates with the brigade S4 and the DISCOM SPO section on the movement of the ATP as far forward as possible. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (5) Coordinates the movement of preplanned and preconfigured CL V push-packages with the brigade S4, the DMMC DAO, and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (6) Coordinates CL V airdrop or sling load resupply with the brigade S4, the DMMC DAO, and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (7) Coordinates with the brigade S4 on the adjustment and redistribution of ammunition stocks as the tactical situation changes. [ARTEP 63-005-MTP, Task 63-1-1027]
- l) The FSB support operations section coordinates CL IV and V support during defensive operations, including retrograde. [ARTEP 63-005-MTP, Task 63-1-1027]

- (1) Coordinates with the brigade S4, the DMMC, and the FSB headquarters and supply company on stockpiling (caches) limited amounts of ammunition in centrally located occupied positions in the forward main battle area (MBA). [ARTEP 63-005-MTP, Task 63-1-1027]
 - (2) Coordinates adjustment of basic loads with the DMMC DAO to allow Bn TFs to stock increased amounts of ammunition. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (3) Coordinates with the brigade S4, the DMMC DAO, and the FSB headquarters and supply company on providing push packages of critical ammunition on a scheduled basis. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (4) Coordinates with the DMMC DAO and the DISCOM SPO section on locations of semitrailers and other vehicles loaded with unit type, high-usage ammunition, and CL IV barrier near positions expected to be occupied as defensive units fall back. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (5) Directs the ATP to prepare CL V supplies for rapid displacement. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (6) Coordinates with the brigade S4 on a night resupply plan to reduce the chance of threat interference. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (7) Coordinates the replenishment, reallocation, and redistribution of CL IV and V stocks as needed with the DMMC DAO. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (8) Coordinates limiting the flow of ammunition forward with the brigade S4, the DMMC DAO, and the ATP during retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (9) Provides instructions for the destruction of ammunition to prevent threat capture to supported units and subordinate units in accordance with TSOP. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (10) Coordinates for the storage of as much ammunition and CL IV barrier materials as possible on mobile tractor-trailers with the DISCOM SPO and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (11) Coordinates the evacuation of CL IV and V supplies to planned fall-back points as directed by the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (12) Directs the evacuation of CL IV and V at night and during periods of limited visibility. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (13) Coordinates security requirements for the movement or storing of CL V supplies with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (14) Provides monitoring assistance of chemical munitions when those type of munitions are stored within the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (15) Coordinates explosive ordnance disposal mission requirements in the BSA with the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1027]
- m) The FSB support operations section coordinates CL IV and V support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1027]

- (1) Maintains location, type of, and amount of contaminated ammunition located in BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (2) Coordinates the movement of contaminated stocks with the brigade S4, the DMMC DAO, and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (3) Coordinates routes for transporting contaminated stock with the FSB S2/3 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (4) Coordinates the issuance of contaminated stock with the brigade S4, the ATP, and the DISCOM DAO. [ARTEP 63-005-MTP, Task 63-1-1027]
- n) The FSB support operations section directs CL VI support activities. [ARTEP 63-005-MTP, Task 63-1-1030]
 - (1) Coordinates requests for sundry items issue with the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1030]
 - (2) Coordinates requests for exchange services with the brigade S4 and the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1030]
- o) The FSB support operations section directs CL VII support. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (1) Monitors battle loss reports to identify CL VII replacement requirements. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (2) Coordinates the assembly of end-items, crews, and ammunition if weapons system replacement is to be conducted in the BSA. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (3) Coordinates CL VII deliveries with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (4) Coordinates weapon system replacement status that affects the supported brigade with the DMMC CL VII manager and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]
- p) The FSB support operations section directs water support operations. [ARTEP 63-005-MTP, Task 63-1-1030]
 - (1) Maintains current locations of all water points in the BSA and in the DSA. [ARTEP 63-005-MTP, Task 63-1-1030]
 - (2) Coordinates water deliveries from rear areas to the BSA with the DMMC, the brigade S4, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1030]
 - (3) Forwards current water point(s) operations hours to the brigade S4, FSB units, and all corps and divisional “slice” elements operating in the BSA. [ARTEP 63-005-MTP, Task 63-1-1030]
 - (4) Coordinates resolution of water supply problems with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1030]
 - (5) Provides water support status updates to the brigade and FSB staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1030]

- q) The FSB support operations section directs maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (1) Identifies all sustainment controls and priorities in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (2) Maintains current location(s) of all BSA maintenance elements and the locations of all supporting elements in the DSA. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (3) Maintains status of Bn TF's PLL in coordination with the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (4) Maintains status of the capabilities of the maintenance system, to include equipment, personnel, and vehicles. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (5) Provides maintenance sustainment system updates to the brigade S4 and the DISCOM staff, as required. [ARTEP 63-005-MTP, Task 63-1-1028]
- r) The FSB support operations section coordinates maintenance support activities. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (1) Monitors battle damage assessment and repair (BDAR) efforts of subordinate elements to ensure that the focus is on the equipment and weapon systems that have an immediate effect on the combat mission. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (2) Coordinates vehicular recovery of equipment to maintenance collection points with the brigade S4 and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (3) Coordinates repair time guidelines with the brigade S4 and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (4) Monitors cannibalization activities at maintenance collection points to ensure compliance with the brigade's and division's disposition instructions. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (5) Coordinates with the brigade S4 on lateral shifting of evacuation by focusing evacuation efforts where backlogs are creating problems in the maneuver battalions. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (6) Coordinates controlled exchange activities with the brigade S4 and the FSB maintenance company to ensure compliance with the brigade's and division's directives. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (7) Monitors repair parts supply system for compliance with issue controls and priorities as directed by the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (8) Coordinates the evacuation of vehicles and equipment to the rear with the DISCOM SPO and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (9) Inspects the ASL change list in coordination with the FSB maintenance company to ensure that only essential items are retained. [ARTEP 63-005-MTP, Task 63-1-1028]

- (10) Monitors automated maintenance management system output data to assist in forecasting requirements, scheduling workloads, reducing backlogs, and analyzing performance indicators. [ARTEP 63-005-MTP, Task 63-1-1028]
- (11) Provides maintenance system report updates to the DISCOM and brigade staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1028]
- s) The FSB support operations section coordinates maintenance support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (1) Coordinates with the brigade S4 and the FSB maintenance company on the relocation of MSTs to accompany or follow attacking elements. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (2) Provides instructions on the priority of critical items repairs. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (3) Provides instructions on unserviceable or reparable items accountability and evacuation limitations. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (4) Provides an alert of increased reinforcing support requirements to the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (5) Directs recovery operations using all available recovery and evacuation assets in the BSA in coordination with the Bde S4. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (6) Coordinates with the DISCOM SPO and the FSB maintenance company on the uploading of combat-essential ASL and PLL stocks for quick redeployment forward. [ARTEP 63-005-MTP, Task 63-1-1028]
- t) The FSB support operations section coordinates maintenance support during defensive and retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (1) Coordinates the maintenance repair parts portion of push-packages with the brigade S4 and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (2) Consolidates operations of different types of MSTs to maximize the use of available transportation assets. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (3) Provides instructions on the forward deployment of MSTs consistent with the tactical situation. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (4) Directs maintenance efforts to ensure the return of critical reparable weapons systems to battle in the least time possible. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (5) Coordinates the relocation of maintenance elements that are not part of MSTs with the brigade S4 and the FSB maintenance company by echeloning non-team elements to the rear. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (6) Coordinates security requirements for maintenance operations with the brigade S3 or S4. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (7) Identifies all units within the BSA that have recovery capabilities. [ARTEP 63-005-MTP, Task 63-1-1028]

- (8) Coordinates with the DMMC, the brigade S4, and the FSB maintenance company on limiting the flow of repair parts and replacement components forward. [ARTEP 63-005-MTP, Task 63-1-1028]
- (9) Coordinates additional transportation requirements needed to deploy maintenance elements and critical reparable equipment to the rear with the brigade S4, the DISCOM SPO, and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
- (10) Directs the evacuation of maintenance elements that have critical reparables to fall-back points as directed by the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- (11) Coordinates the authorization for a cannibalization exception to policy with the DISCOM SPO and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- (12) Directs the destruction of critical nonreparable and non-critical equipment that is not reparable within the established time frame in coordination with the brigade S4 and in accordance with established directives. [ARTEP 63-005-MTP, Task 63-1-1028]
- (13) Directs the evacuation of supplies and equipment at night and during other periods of limited visibility, if the tactical situation permits. [ARTEP 63-005-MTP, Task 63-1-1028]
- (14) Coordinates security requirements for maintenance operations with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- u) The FSB support operations section coordinates maintenance support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (1) Maintains current locations of the amount and type of contamination affecting BSA maintenance elements in coordination with the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (2) Provides instructions on the priority of contaminated equipment for repairs, recovery, and evacuation in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (3) Coordinates requirements for decontamination teams with the brigade S4 and the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1028]
- v) The FSB support operations section directs BSA HSS operations. [ARTEP 63-005-MTP, Task 63-1-1031]
 - (1) Monitors patient evacuation operations in coordination with the FSB medical company to ensure maximum efficiency of available evacuation assets. [ARTEP 63-005-MTP, Task 63-1-1031]
 - (2) Requests additional HSS requirements from the DMOC when FSB medical capabilities have been exceeded. [ARTEP 63-005-MTP, Task 63-1-1031]
 - (3) Provides changes to operations and plans to the FSB medical company. [ARTEP 63-005-MTP, Task 63-1-1031]
 - (4) Provides HSS status updates to the brigade S4 and the FSB staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1031]

- (5) Coordinates forward echelon of medical evacuation elements in support of offensive operations with the FSB medical company, the brigade S4, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
 - (6) Coordinates the relocation of medical elements to fall-back positions in support of defensive or retrograde operations with the FSB medical company, the brigade S4, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
- w) The FSB support operations section directs medical supply and maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1031]
 - (1) Monitors requisitions and issues from the FSB medical company to Bn TF's aid stations to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1031]
 - (2) Coordinates resolution of medical resupply and maintenance problems with the brigade S4, the FSB medical company, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
 - (3) Coordinates additional transportation requirements for delivery of medical supplies with the DISCOM SPO and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
- x) The FSB support operations section directs and maintains status of BSA transportation assets. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (1) Maintains current locations of all BSA transportation assets and locations of all transportation activities supporting the BSA. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (2) Maintains BSA transportation capabilities by reviewing the logistics statistics (LOGSTAT) report from subordinate and brigade units in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (3) Coordinates transportability priorities, task organization, and highway regulations within the BSA with the DISCOM SPO and the supporting MP element. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (4) The FSB support operations section coordinates ground transportation support. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (a) Monitors transportation operations to ensure that assets are committed based on priorities for movement established by the brigade OPORD and the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (b) Recommends cross-leveling to equalize the workload throughout the BSA to support changing priorities to the brigade S4 and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (c) Submits a road movement bid to obtain clearance to move convoys and oversize/overweight vehicles through the DSA to the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (d) Coordinates delivery schedules of logistics items to the BSA with the DISCOM SPO to avoid traffic congestion in delivery areas. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (e) Coordinates delivery of supplies and equipment within the BSA with the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1033]

- (f) Forwards requests for additional transportation from the brigade S4 to the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (g) Coordinates resolutions for transportation delays or problems with the brigade S4 and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (h) Provides ground transportation status updates to the brigade and FSB staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1033]
- (5) The FSB support operations branch coordinates air transportation support. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (a) Monitors preplanned airlift resupply requests in coordination with the DISCOM SPO to ensure validation and transmission to the DMMC. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (b) Coordinates airlift support operations requests between the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (c) Coordinates delivery times and locations with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (d) Coordinates ground support and transportation requirements for all deliveries in the BSA. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (e) Provides air transportation support status update to brigade and FSB staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1033]
- (6) The FSB support operations section coordinates transportation support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (a) Estimates the impact of NBC attacks on support operations in coordination with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (b) Coordinates the delivery of contaminated cargo with the brigade S4, the DISCOM SPO, and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (c) Disseminates information on contaminated routes and rerouting to all subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (d) Requests information on contaminated routes and highway reconnaissance data from the RCPOC, the DISCOM SPO section, and the MPs operating in the area. [ARTEP 63-005-MTP, Task 63-1-1033]
 - (e) Coordinates the deliberate decontamination of transfer points with the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1033]
- (7) The FSB support operations section coordinates airdrop services. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (a) Provides instructions on policies and procedures for requesting airdrop service to the brigade S4 and other BSA elements. [ARTEP 63-005-MTP, Task 63-1-1034]

- (b) Provides technical assistance on airdrop, rigging, recovery, and maintenance of airdrop equipment to the supported brigade and other BSA elements. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (c) Forwards the airdrop request from the brigade S4 to the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1034]
- y) The FSB support operations section directs GRREG support in the BSA. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (1) Maintains current locations of GRREG collection points in the BSA and DSA. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (2) Monitors GRREG operations at BSA collection point(s) to ensure compliance with directed policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (3) Forwards additional evacuation requirements from the brigade S4 to the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (4) Monitors GRREG records and reports to ensure compliance with regulations, the FSB TSOP, and the brigade service OPORD. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (5) Coordinates aerial reconnaissance for search for remains with the brigade S4, the DISCOM SPO, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (6) Provides GRREG operation status update to the brigade S4 and the FSB staff, as required. [ARTEP 63-005-MTP, Task 63-1-1034]
- z) The FSB support operations section directs clothing exchange and bath, salvage, laundry, and renovation support. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (1) Requests support in coordination with the brigade S4 from the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (2) Coordinates location(s) and augmentation procedures with the FSB headquarters and supply company and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (3) Provides times and schedules for services support to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (4) Coordinates back-haul of all salvage equipment with the FSB headquarters and supply company, maintenance company, and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (5) Provides support status updates to the brigade S4 and the FSB staff, as required. [ARTEP 63-005-MTP, Task 63-1-1034]

5c4 The FSB support operations officer oversees the preparation for conducting ROM operations.

5c5 The FSB support operations section directs and coordinates support for MPs, chemical elements, and other units which have no organizational or DS support operating in the brigade area. [FM 63-20, p. 1-5]

- 5d. The FSB staff directs internal FSB logistical preparations:
- 5d1 The FSB S1 and S1 section coordinate internal medical support requirements. [ARTEP 63-005-MTP, Task 63-1-1042]
- a) Calculate probable internal medical support requirements. [ARTEP 63-005-MTP, Task 63-1-1042]
 - b) Monitor routine and emergency treatment and evacuation procedures to ensure compliance with the medical support plan and instructions from the supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]
 - c) Monitor FSB preventive medicine measures to ensure compliance with the TSOP. [ARTEP 63-005-MTP, Task 63-1-1042]
 - d) Develop a battle stress management plan. [ARTEP 63-005-MTP, Task 63-1-1042]
- 5d2 The FSB S4 and S4 section coordinate internal FSB maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1025]
- a) Consolidate subordinate elements' maintenance reports to analyze the overall FSB equipment readiness. [ARTEP 63-005-MTP, Task 63-1-1025]
 - b) Provide equipment status reports to the FSB commander and other staff sections for mission planning purposes. [ARTEP 63-005-MTP, Task 63-1-1025]
 - c) Monitor the maintenance management system automated data output to assist in forecasting requirements and analyzing performance indicators. [ARTEP 63-005-MTP, Task 63-1-1025]
 - d) Coordinate current or anticipated maintenance problems with all other FSB staff sections and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1025]
 - e) Monitor FSB subordinate elements' PLL to ensure that levels are consistent with sustainment controls established in the FSB TSOP and guidance from the DMMC. [ARTEP 63-005-MTP, Task 63-1-1025]
 - f) Coordinate recovery and evacuation assets with subordinate elements to ensure the timely recovery and evacuation of all FSB equipment. [ARTEP 63-005-MTP, Task 63-1-1025]
 - g) Monitor the controlled substitution program within the FSB to ensure compliance with the guidance and priorities established by the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1025]
 - h) Coordinate the priority of maintenance efforts and repair time guidelines with the FSB S2/3 and the FSB support operations sections and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1025]
 - i) Provide a current materiel readiness briefing to the FSB commander and XO, as required. [ARTEP 63-005-MTP, Task 63-1-1025]
- 5d3 The FSB S4 and S4 section coordinate internal FSB supply operations. [ARTEP 63-005-MTP, Task 63-1-1025]

- a) Monitor subordinate elements' supply operations to ensure compliance with the FSB TSOP and applicable regulations. [ARTEP 63-005-MTP, Task 63-1-1025]
- b) Process requests for replenishing basic loads to verify requirements and accuracy. [ARTEP 63-005-MTP, Task 63-1-1025]
- c) Maintain data on available usage and required rates for CL III and V supplies. [ARTEP 63-005-MTP, Task 63-1-1025]
- d) Monitor CL V resupply activities of subordinate elements to ensure compliance with established issue controls. [ARTEP 63-005-MTP, Task 63-1-1025]
- e) Monitor FSB CL III resupply activities to ensure compliance with established issue controls. [ARTEP 63-005-MTP, Task 63-1-1025]
- f) Coordinate schedules and methods of distribution between subordinate and supporting elements. [ARTEP 63-005-MTP, Task 63-1-1025]
- g) Coordinate receipt and disposition of captured enemy equipment with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1025]
- h) Maintain property book records of subordinate elements and any separate elements operating in the BSA. [ARTEP 63-005-MTP, Task 63-1-1025]
- i) Record adjustments, issues, turn-ins, property losses, and status reports using standard property book system - redesigned (SPBS-R) programs. [ARTEP 63-005-MTP, Task 63-1-1025]
- j) Calculate consumption rates for MOPP gear and decontamination supplies. [ARTEP 63-005-MTP, Task 63-1-1025]
- k) Maintain the current FSB commander's critical items list. [ARTEP 63-005-MTP, Task 63-1-1025]

- 5d4 The FSB S4 and the S4 section direct and coordinate FSB field services requirements. [ARTEP 63-005-MTP, Task 63-1-1025]
- a) Forward the FSB field feeding plan to all organic and attached elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1025]
 - b) Inspect field feeding operations and the ration storage areas of the battalion's subordinate elements to ensure compliance with the feeding plan and sanitation regulations. [ARTEP 63-005-MTP, Task 63-1-1025]
 - c) Coordinate field service requirements for all subordinate elements with the DISCOM S4 or the FSB support operations section. [ARTEP 63-005-MTP, Task 63-1-1025]
 - d) Coordinate water requirements for all subordinate elements with the DISCOM S4 or the FSB support operations section. [ARTEP 63-005-MTP, Task 63-1-1025]
 - e) Provide a food service and field services status briefing to the FSB S4 officer and the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1025]

- 5d5 The FSB S4 and S4 section coordinate FSB internal transportation requirements. [ARTEP 63-005-MTP, Task 63-1-1025]

- a) Consolidate transportation requirements for all FSB elements. [ARTEP 63-005-MTP, Task 63-1-1025]
- b) Coordinate FSB administrative transportation requirements with the DISCOM S4 or the FSB support operations section. [ARTEP 63-005-MTP, Task 63-1-1025]
- c) Coordinate transportation for EPW evacuation with the supporting MP element in coordination with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1025]
- d) Prepare load plans for the FSB headquarters in coordination with the FSB headquarters and supply company commander. [ARTEP 63-005-MTP, Task 63-1-1025]
- e) Provide an internal transportation status report to the FSB commander and XO, as required. [ARTEP 63-005-MTP, Task 63-1-1025]

5h2 The FSB commander integrates maneuver requirements with the other BOS.

- a) Subordinate FSB unit plans are verified and synchronized with the FSB plan.
- b) Base defense plans are consolidated into the BSA defense plan.
- c) Base area damage control (ADC) plans are consolidated into the BSA ADC plan. [ARTEP 63-005-MTP, Task 63-1-1050]
- d) A tactical combat force, designated by the brigade, is positioned and prepared to counter level III threats. [FM 63-20, p. 5-12]
- e) Base commanders prepare for the defense of areas. [FM 63-20, pp. 5-13 and 5-14]
 - (1) Coordinate with the base on each side to plan mutually supporting fires and to avoid engaging each other.
 - (2) Each individual is assigned a fighting position.
 - (3) Individual fighting positions are prepared to standard.
 - (4) Crew-served weapons are emplaced in fighting positions with primary and secondary sectors of fire.
 - (5) Target reference points are positioned to be able to direct fire against approaching ground or enemy forces.
 - (6) All weapon-carrying vehicles are placed on the base perimeter.
 - (7) LPs and OPs are emplaced.
 - (8) Patrols are executed as required.
 - (9) Noise and light discipline is enforced.
 - (10) Camouflage is properly used.
 - (11) Hasty obstacles are emplaced and covered by observation and fire.
 - (12) The base reaction force is prepared to respond immediately against a threat within the base.
 - (13) Soldiers know alert signals and proper responses to artillery and air attacks.
 - (14) Sector sketches are prepared and provided to the main CP.
- f) FSB contingency plans, branches, and sequels are verified and synchronized with all BSA elements.

- g) Reactions to NBC attacks are integrated to ensure force protection and to reinforce the FSB's ability to perform its mission on a contaminated battlefield. [FM 63-20, App B]
- h) The FSB S2/3 section directs preparation for NBC defense. [ARTEP 63-005-MTP, Task 63-1-1040]

5h3 The FSB commander integrates fire support requirements with the other BOS.

- a) The fire support plan is validated with the brigade FSO to ensure that it can be initiated simultaneously with and is synchronized to support direct fires and the FSB defense plan. [FM 63-20, p. 5-9]
- b) Refinements to the fire support plan are integrated into FSB FRAGOs, the DST, and the synchronization matrix.
- c) Control measures (e.g., trigger lines, execution criteria) and restrictions and communications (primary and alternate) between observers and the BCOC are verified.
- d) The FSB S2/3 coordinates with the brigade FSO to verify that the FSB fire support plan can be supported by and is synchronized with the brigade fire support plan. [FM 63-20, p. 5-9]

5h4 The FSB commander integrates AD requirements with the other BOS.

- a) ADA crews are prepared to acquire and engage enemy air attacks along air avenues of approach. [FM 63-20, p. 5-9]
- b) AD assets are ready to move with FSB/BSA elements to ensure that planned support is provided without interfering with the movement.
- c) The FSB commander and brigade ADALO review ADA coverage plans to identify weaknesses. [FM 63-20, p. 5-9]
- d) Subordinate FSB units perform passive AD measures during the preparation phase and are prepared to perform those measures during the mission.

5h5 The FSB commander integrates M/CM/S requirements with the other BOS.

- a) The countermobility plan is checked to ensure integration of direct and indirect fire for each obstacle.
- b) Survivability positions for vehicles, personnel, and equipment are completed to standard.
- c) The barrier material distribution plan is checked to ensure that it is delivered to the right place at the right time. [FM 63-20, p. 5-3]
- d) The FSB CP must coordinate all minefields, obstacles, and artillery fires within the BSA. [FM 63-20, p. 5-9]

5h6 The FSB commander integrates CSS requirements with the other BOS.

- a) CSS assets are prepared to provide planned supply, medical, and maintenance support to the FSB and its customers during the mission.
- b) Push packages of emergency resupplies in support of the brigade are configured and ready. [FM 63-20, p. 7-21]
- c) Designated MSR and ASRs are assessed to ensure that CSS assets can provide timely response.

- d) Medical assets and operations are prepared to support the FSB HSS mission. [FM 63-20, Chap 8]
 - (1) Ambulances are ready to provide planned support.
 - (2) Ambulance transfer points/collection points are located throughout the FSB and supported brigade.
 - (3) Aid station(s) and the FSB medical company are ready to receive and treat casualties.
- e) Vehicles and equipment are recovered, repaired, and returned to the user or delivered to higher maintenance echelons. [FM 63-20, p. 8-4]
- f) Maintenance assets are task organized and are prepared to provide support to the brigade combined arms units. [FM 63-20, pp. 8-6 - 8-8]
- g) The fog oil distribution plan is verified to ensure that it is delivered to smoke-generation elements in a timely manner. [FM 63-20, p. 7-9]
- h) The ROM plan is verified to ensure that it is capable of providing required fuel to brigade elements:
 - (1) MP assistance at the ROM sites.
 - (2) AD coverage required at each ROM site.
 - (3) Communications requirements at each ROM site.

5h7 The FSB commander integrates C2 requirements with the other BOS.

- a) The FSB commander reviews the FSB DST and synchronization matrix to ensure that:
 - (1) Plan modifications are integrated.
 - (2) Mission details to achieve the brigade commander's intent are adequately reflected.
- b) Subordinate unit FSB commanders demonstrate to the FSB commander an understanding of:
 - (1) When and where the FSB commander plans to support brigade operations while protecting the force.
 - (2) The brigade commander's intent and desired endstate.
 - (3) Their mission and how their plans are synchronized according to the DST with all elements with which they interrelate and with each battle phase of the FSB plan.
- c) The FSB commander reviews the criteria for the employment of the FSB reaction force to verify that his intent and visualized endstate can be achieved. [FM 63-20, p. 5-11]
- d) The BSA response forces are based on number of personnel, type weapons, and current mission of each base. [ARTEP 63-005-MTP, Task 63-1-1050]
- e) Command and control measures planned for the mission are reviewed by the FSB commander, staff, and subordinate leaders to ensure completeness and understanding.
- f) FSB CPs and staff are prepared to support the mission.
 - (1) Are ready to receive, process, and disseminate information.
 - (2) Exchange information with brigade and DISCOM and supported units.

- 5k. FSB subordinate, attached, and OPCON units conduct final battlefield preparations based on the updated FSB OPORD, FRAGO, and associated documents. Information is exchanged to ensure that:
 - 5k1 The latest intelligence on the enemy is disseminated by the FSB S2/3.
 - 5k2 The latest DS support information is disseminated by the support operations officer.
 - 5k3 Modifications to the plan are reviewed to verify understanding.
 - 5k4 FSB staff officers and subordinate leaders perform final coordination.
 - 5k5 Problems are identified and compensated for.
 - 5k6 The session is timed to ensure that final coordination and plan modification can occur in a timely manner.
 - 5k8 The FSB command section supervises activities of subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]
 - c) Assigns specific tasks to subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]

OUTCOME 6 ASSESSMENT

OUTCOME 6: Subordinate leaders demonstrate understanding of the critical elements of their own mission, the FSB mission, the FSB commander's intent, and mission essential tasks. (Use Tables 6 and 7)

Component A: Subordinate leaders demonstrate a clear understanding of the concept of operations through backbriefs.	Adequate	Marginal	Not Adequate
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Assessment Statements

- When a FRAGO is issued, the FSB commander conducts a confirmation brief with subordinate commanders and the FSB XO conducts a confirmation brief with the FSB staff.
- The FSB commander conducts backbriefs with the FSB staff and subordinate commanders during and after inspections and visits.
- During backbriefs, the FSB staff and subordinate commanders describe how their support plans will be implemented, including:
 - How their concept of the operation supports the FSB commander's intent and contributes to the FSB mission.
 - The level of preparation achieved.
 - Preparation activities still to be completed.
 - How they will adhere to the mission timelines.

Component B: Subordinate leaders and staff demonstrate understanding of the critical elements of their own mission, the FSB mission, the FSB commander's intent, and mission essential tasks through rehearsals.	Adequate	Marginal	Not Adequate
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Assessment Statements

- FSB rehearsal technique (e.g., smallscale, technical exercise without troops (TEWT), or dress rehearsal) is appropriate for the time available.
- Rehearsal tasks are prioritized to ensure that participants demonstrate acceptable levels of competence on key/critical tasks.
- The number of FSB systems participating in the rehearsal is appropriate to the amount of time and space available.
- Appropriate members of the FSB participate in rehearsal.
- Rehearsal is as realistic as conditions allow:
 - Enemy is replicated accurately.
 - Brigade operations are replicated accurately.
 - If time allows, the rehearsal includes both an initial walk-through with actions explained and a subsequent iteration at near combat speed.
 - Plan is integrated with respect to all BOS.

OUTCOME 6 DIAGNOSTIC AID

OUTCOME 6: Subordinate leaders demonstrate understanding of the critical elements of their own mission, the FSB mission, the FSB commander's intent, and mission essential tasks.

Task Elements

Component A: Subordinate leaders demonstrate a clear understanding of the concept of operations through backbriefs.

- 4. **The forward support battalion commander directs changes to the operation or plan.** [FM 101-5, pp. 4-7 - 4-60, 6-33 and C-2, App B and H; FM 63-20, p. 6-2; ARTEP 63-005-MTP, Tasks 63-1-1013, 1022 and R326]
 - 4d. The FSB commander approves the FSB FRAGO and directs the staff to issue it. [FM 63-20, p. 6-2; FM 101-5, p. 4-49]
 - 4d4 The FSB commander conducts a confirmation brief with key FSB leaders.
 - 4d5 The FSB XO conducts a confirmation brief with the FSB staff.
- 5. **The forward support battalion commander directs and leads subordinate forces.** [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]
 - 5a. The FSB commander takes actions to ensure that subordinate FSB leaders have a clear understanding of his intent and concept. [FM 101-5, pp. 4-59/60]
 - 5e. The FSB commander exercises leadership and maintains unit cohesion and discipline. [Battle Command, p. 11-15; FM 22-100, Chaps 4, 5 and 6]
 - 5e1 The FSB commander checks and ensures that orders are executed; reinforces discipline by demanding compliance to standards and his guidance.

- 5f. The FSB commander and staff integrate support of tactical operations through backbriefs. [FM 101-5, pp. 4-59/60]
- 5f1 The FSB commander conducts backbriefs with the FSB staff and subordinate commanders.
- a) Conducted during and after the FSB commander's inspections and visits.
 - b) Conducted as directed by the FSB commander.
 - c) Conducted during rehearsals to:
 - (1) Ensure understanding of the concept of the operation.
 - (2) Disseminate information and changes which occur as a result of plan refinement during the rehearsal.
 - d) The FSB staff and subordinate commanders perform backbriefs and are responsible for:
 - (1) Describing in detail how their support plan will be conducted.
 - (2) Describing how their concept of the operation supports the FSB commander's intent and contributes to the FSB mission.
 - (3) Describing the level of preparation achieved, preparation activities still required to be completed, and how they will adhere to the mission timelines.
- 5h. The FSB commander integrates the BOS during visits, backbriefs, and rehearsals. [FM 101-5, p. H-36 - H-42]
- 5h7 The FSB commander integrates C2 requirements with the other BOS.
- b) Subordinate unit FSB commanders demonstrate to the FSB commander an understanding of:
 - (1) When, where, and how the FSB commander plans to support brigade operations while protecting the force.
 - (2) The brigade commander's intent and desired endstate.
 - (3) Their mission and how their plans are synchronized according to the DST with all elements with which they interrelate and with each battle phase of the FSB plan.
- 5k. FSB subordinate, attached, and OPCON units conduct final battlefield preparations based on the updated FSB OPORD, FRAGO, and associated documents. Information is exchanged to ensure that:
- 5k3 Modifications to the plan are reviewed to verify understanding.

Component B: Subordinate leaders and staff demonstrate understanding of the critical elements of their own mission, the FSB mission, the FSB commander's intent, and mission essential tasks through rehearsals and actions.

- 5. **The forward support battalion commander directs and leads subordinate forces.** [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]
- 5a. The FSB commander takes actions to ensure that subordinate FSB leaders have a clear understanding of his intent and concept. [FM 101-5, pp. 4-59/60]
- 5g. The FSB commander integrates support of tactical operations through rehearsals. [FM 101-5, App M]
- 5g1 The FSB commander and staff plan and prepare for rehearsals. The rehearsal process culminates in the FSB commander participating in the brigade rehearsal. In preparation for the brigade rehearsal and to prepare the BSA elements to support the brigade, the FSB rehearsal involves all BSA elements. The FSB commander may combine rehearsal techniques. [FM 101-5, App M]
 - a) Rehearsal planning.
 - (1) Earlier concepts and guidance for rehearsals are reviewed to ensure that rehearsals can be conducted as initially visualized.
 - (a) Rehearsal goals and focus.
 - (b) Technique/method of rehearsal.
 - (c) Rehearsal participants.
 - (d) Rehearsal times and places.
 - (2) Rehearsal planning is updated based on: [FM 101-5, p. M-2]
 - (a) Time available.
 - (b) Training status of troops.
 - (c) Complexity of the operation.
 - (d) Unit familiarity with rehearsal techniques and SOPs.
 - b) The FSB commander and S2/3 prioritize tasks to be rehearsed based on: [FM 101-5 pp. M-10 and M-11]
 - (1) Key (critical) events and activities to be performed in battle.
 - (2) Complexity.
 - (3) Those tasks which leaders and soldiers are not trained on.

- c) The FSB staff and subordinate units prepare for the rehearsal.
 - (1) Subordinate units develop at least a tentative plan prior to their participation in a FSB rehearsal in order to allow effective feedback on the FSB plan.
 - (2) Subordinate units conduct their own rehearsals and prepare vehicles, equipment, and soldiers prior to FSB rehearsals.
 - (3) FSB level rehearsals are not so numerous or so closely spaced together that subordinate units are not afforded time for their rehearsals nor are subordinate commanders required to be in two different places at the same time.
- d) Techniques:
 - (1) Level I: Small-scale rehearsals. Techniques include:
 - (a) Map: A limited number of participants due to map size, used when time and space constraints are limited.
 - (b) Sand table/terrain model: Key leaders only, used to compensate for lack of sufficient time.
 - (c) Rock/stick drill: The same characteristics as sand-table/terrain models, except that participants replicate their actions or their unit's actions.
 - (d) Radio/telephone: Participants as directed by the FSB commander, used when time and enemy situations do not allow gathering of personnel; used to test radios and determine backup systems in the event of communications equipment failure.
 - (2) Level II: Focused rehearsals using selected personnel, usually key leaders, over similar terrain; technique used is tactical exercise without troops (TEWT), where key leaders participate; this is conducted on actual mission terrain or similar terrain.
 - (3) Level III: An FSB full-scale dress rehearsal involving use of real-time movement over actual mission or similar terrain.
- e) Rehearsal types:
 - (1) Type A:
 - (a) The FSB commander.
 - (b) The FSB XO.
 - (c) The FSB S2/3.
 - (d) The FSB support operations officer.
 - (e) The FSB primary staff.
 - (f) The FSB BMO.
 - (g) FSB subordinate commanders and other BSA unit commanders (TF field trains) and/or support platoon leaders.
 - (h) The brigade S4.

- (2) Type B:
 - (a) The FSB commander.
 - (b) The FSB XO.
 - (c) The FSB S2/3.
 - (d) The FSB support operations officer.
 - (e) FSB subordinate commanders and other BSA unit commanders (TF field trains) and/or support platoon leaders.
 - (f) The brigade S4.
- (3) Type C:
 - (a) The FSB commander.
 - (b) The FSB XO.
 - (c) The FSB S2/3.
 - (d) FSB subordinate commanders and other BSA unit commanders (TF field trains) and/or support platoon leaders.
 - (e) The brigade S4.
- (4) Type D:
 - (a) The FSB commander.
 - (b) The FSB S2/3.
 - (c) FSB subordinate commanders and other BSA unit commanders (TF field trains) and/or support platoon leaders.
 - (d) The brigade S4.

5g2 The FSB commander uses the DST and synchronization matrix as the framework to test and measure the FSB's ability to synchronize defense and support through rehearsals of the mission. [FM 63-20, pp. 3-2 and 5-11; FM 101-5, App M]

5g3 Roles of participants in FSB rehearsals, regardless of the type of rehearsal:

- a) The FSB commander:
 - (1) Controls the rehearsal.
 - (2) Ensures that the rehearsal meets his goals.
 - (3) Briefs participants (or gives guidance to the FSB XO to brief) prior to the rehearsal.
 - (a) Each participant is introduced with a brief description of his duties and roles for the mission.
 - (b) An overview of:
 - 1 Missions and tasks to be rehearsed.

- 2 The sequence of activities rehearsed.
 - 3 Rehearsal timelines (e.g., time to rehearse each event / phase of the mission).
 - 4 A description of the rehearsal site.
- (4) Establishes the standard and outcome/goals to be achieved.
 - (a) All subordinate commanders, staff, and other key personnel demonstrate that they fully understand their responsibilities within the parameters of the FSB commander's intent.
 - (b) Vulnerabilities in the plan are identified and the means to negate them are determined.
- (5) Exercises the MDMP he expects to be faced with during the mission, paying particular attention to:
 - (a) Identifying times or events during the mission which will require him to make decisions.
 - (b) Observing how his decisions are implemented by FSB units and the staff.
 - (c) Identifying which decisions produce the outcome which supports his intent and desired endstate and which decisions will not contribute to achieving his intent and desired endstate.
 - (d) The utility of his decision-support aids (e.g., DST).
- (6) Assesses the effect of FSB actions to achieve the desired endstate (with FSB S2/3 assistance).
- b) The FSB XO:
 - (1) Ensures that he is prepared to lead and direct the FSB in the event of the loss of the FSB commander.
 - (2) Ensures that the FSB staff is prepared to receive and evaluate information and disseminate it to the FSB commander and subordinate units.
 - (3) Describes the positioning and the movement of FSB CPs during the mission.
 - (4) Briefs participants in the place of the FSB commander as directed.
 - (5) Ensures that all changes to the plan are recorded, coordinated and supporting products are updated.
- c) The FSB S2/3:
 - (1) Describes the overall operation.
 - (2) Ensures that FSB elements are synchronized in terms of timing to support the brigade and FSB movement.
 - (3) Describes the positioning and the movement of the FSB command group during the mission.
 - (4) Assists the FSB commander in tracking the effect of FSB actions to achieve the desired endstate.
 - (5) Portrays enemy actions and responses.
 - (a) Replicates all plausible and possible events and activities.
 - (b) Ensures that enemy actions are properly depicted and understood so the FSB commander, subordinate commanders, and staff are able to anticipate actions during execution.
 - (6) Provides updated enemy and terrain information.
 - (7) Describes ADA coverage of the FSB to include routes and positions.
 - (8) Portrays enemy air avenues of approach and expected activity.

- (9) Ensures that ADA elements rehearse early warning and weapons control status changes to ensure that the FSB is capable of engaging enemy aircraft with all weapons systems.
- (10) Describes NBC decontamination support of the FSB (e.g., sites, equipment and procedures if other than TSOP).
- (11) Portrays potential enemy use of chemicals against the FSB.
- (12) Describes helicopter operations in support of the FSB.
- d) The FSB support operations officer describes the brigade plan and the brigade commander's intent by phase. He also discusses possible branches and sequels and the FSB commander's concept of support:
 - (1) Describes the plan for providing routine and emergency resupply of CL III and V.
 - (2) Describes the plan for providing a supply of barrier and survivability material in the event of hasty or deliberate defense.
 - (3) Describes the plan for providing chemical defense equipment and supplies in the event of an enemy NBC strike.
 - (4) Identifies LRPs and the plan for linking-up with task force CSS elements.
 - (5) Describes the plan for the battlefield recovery and evacuation of damaged or disabled equipment.
 - (6) Describes the plan for the emergency resupply of CL IX.
 - (7) Describes the plan for medical evacuation and treatment (air and ground).
 - (8) Identifies the location of AXPs and patient transfer procedures.
 - (9) Identifies the location of BASs and the plan for emergency resupply and/or reconstitution of BASs.
 - (10) Identifies locations and procedures for decontaminating and treating NBC contaminated patients.
 - (11) Identifies locations and procedures for conducting ROM operations.
- e) The FSB S4 (representing the CSS staff).
 - (1) Describes CSS support of the FSB.
 - (2) Portrays the positioning and the movement of CSS assets.
- f) The FSB and other BSA subordinate commanders (TF field trains) and, if time and situation allow, subordinate platoon leaders: [FM 101-5, p. M-15]
 - (1) Describe their missions.
 - (2) Demonstrate how they will accomplish their assigned mission.

5g4 Time dependent, the entire operation is thoroughly rehearsed.

5g5 Conduct of rehearsals.

- a) A slow walk-through of the mission is performed, with staff and subordinate leaders explaining their actions at every step to ensure understanding; then it is rehearsed at combat speed with minimal guidance.

- b) Rehearsals are conducted from the point of threat identification up to the point where the FSB is able to complete the mission.
- c) All FSB systems participate if time is available; representative portions of FSB systems participate if time or space is not available.
- d) During the rehearsal, participants execute exactly as they would in combat.
- e) The rehearsal is realistic, with an accurate replication of the enemy.

5g7 The FSB commander integrates C2 requirements with the other BOS.

- b) Subordinate unit FSB commanders demonstrate to the FSB commander an understanding of:
 - (1) When and where the FSB commander plans to support brigade operations while protecting the force.
 - (2) The brigade commander's intent and desired endstate.
 - (3) Their mission and how their plans are synchronized according to the DST with all elements with which they interrelate and with each battle phase of the FSB plan.
- c) The FSB commander reviews the criteria for the employment of the FSB reaction force to verify that his intent and visualized endstate can be achieved. [FM 63-20, p. 5-11]
- d) The BSA response forces are based on number of personnel, type weapons, and current mission of each base. [ARTEP 63-005-MTP, Task 63-1-1050]
- e) Command and control measures planned for the mission are reviewed by the FSB commander, staff, and subordinate leaders to ensure completeness and understanding.
- f) FSB CPs and staff are prepared to support the mission.
 - (1) Are ready to receive, process, and disseminate information.
 - (2) Exchange information with brigade and DISCOM and supported units.

5g8 The FSB commander determines the FSB state of mission preparedness through inspections and visits. Inspects BSA units' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1037]

- a) Questions subordinate leaders down to platoon leaders and compares their concepts of the operation with his to ensure that the FSB plan is synchronized at all levels.
- b) Concentrates on those units and officers that demonstrate leadership weaknesses; checks/listens to be sure tasks are understood.
- c) Inspects and spot-checks known weaknesses to ensure that they are corrected.
- d) Makes a subjective assessment of cohesion, morale, and esprit.
- e) When actions taken are not in accordance with decisions, FSB TSOPs, Army standards, and the FSB OPORD, refines plans and preparation efforts to counter weaknesses.

- f) Expedites actions, fixes problems, ensures compliance with guidance, and sets and refines standards.
- g) Manages his time and prioritizes his visits so that he visits at least those units most critical to the execution of his intent.
- h) Informs the FSB XO and the FSB commander's representatives, upon inspecting preparations, of any changes or refinements to the plan which he has directed.

5g9 The FSB commander extends his command presence by directing members of his staff (the FSB XO, CSM, or one or more FSB staff members) to perform inspections and visits.

- a) The FSB S2/3 section provides feedback on the status of the OPSEC program. [ARTEP 63-005-MTP, Task 63-1-1038]
 - (1) Inspects subordinate elements' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1038]
 - (2) Inspects BSA camouflage and concealment measures for compliance with the FSB TSOP, the FSB OPORD, and the current tactical situation. [ARTEP 63-005-MTP, Task 63-1-1038]
 - (3) Identifies OPSEC weakness and recommended corrections by continuously reviewing brigade OPSEC updates. [ARTEP 63-005-MTP, Task 63-1-1038]
 - (5) Provides feedback reports to the FSB commander, staff, and subordinate elements on activities that affect OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1038]
 - (6) Supervises BSA participation in the overall brigade OPSEC plan. Provides feedback reports to the brigade S2 or S4 on activities that affect OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1037]
- b) The FSB command section supervises activities of subordinate units. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (1) Monitors the performance of subordinate elements to ensure that the required level of efficiency as prescribed in plans, policies, directives, and the FSB TSOP is maintained. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (2) Monitors support plans to determine overall effectiveness. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (3) Assigns specific tasks to subordinate units. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (4) Monitors compliance with decisions, directives, and instructions to determine subordinate elements' implementation. [ARTEP 63-005-MTP, Task 63-1-1045]

OUTCOME 7 ASSESSMENT

OUTCOME 7: Soldiers and units are disciplined and motivated to accomplish the mission. (Use Table 7)

Component A: FSB commander and staff take actions to promote discipline and motivation.	Adequate	Marginal	Not Adequate
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Assessment Statements

- The FSB commander visits the units that are most critical to the execution of the commander's intent and units with leadership weaknesses.
 - Makes a subjective assessment of cohesion, morale, and esprit.
 - Expedites actions, fixes problems, and refines standards.
- The FSB commander directs members of the staff to perform inspections and visits.
- The FSB commander's actions to maintain cohesion and discipline include:
 - Demanding compliance to standards and guidance.
 - Taking corrective action when shortfalls in performance are noted.
 - Praising noteworthy performance, or recognizing it in other ways.
 - Displaying a calm presence to subordinates.
 - Setting a personal example of ethical behavior.
 - Providing precise, simple orders.
 - Ensuring that he and subordinates get sufficient rest.
- Stress prevention actions by FSB leaders and staff include:
 - Complying with the FSB sleep plan.
 - Reporting signs of stress or battle fatigue of others.
 - Speaking positively concerning the FSB's missions, purposes and abilities.
 - Employing an information dissemination plan designed to quell and prevent rumors.
 - Ensuring that CSS systems meet legitimate needs (e.g., hot meals, mail, spare parts, ammunition).

Component B: FSB units and soldiers exhibit discipline and motivation; units perform cohesively.	Adequate	Marginal	Not Adequate
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- Morale and discipline indicators are within acceptable limits.
 - Uniform code of military justice violations.
 - Accident rates.
 - Sick call and stress casualties.
 - Inspector general complaints.
 - Feedback from the chaplain on leader and soldier concerns (indications of stress)
- Soldiers exhibit military courtesy and appearance.
- Soldiers work cooperatively within the unit and with other units to perform preparation tasks.
- Vehicles and equipment show evidence of consistent operator/crew maintenance.

(Note: Observations should be made of the state of discipline and motivation throughout the FSB.)

OUTCOME 7 DIAGNOSTIC AID

OUTCOME 7: Soldiers and units are disciplined and are motivated to accomplish the mission.

Task Elements

Component A: FSB commander and staff take actions to promote discipline and motivation.

3. **The forward support battalion commander visualizes the battlefield.** [FM 101-5, Chap 1, 2, 3, 4, pp. 1-4 - 1-17, 2-14, 2-15, 4-4, 4-46, 4-48 and 9-85, App C; D and E; FM 63-20, pp. 1-3, 2-5, 2-6, 2-8, 2-9, 3-6, 5-9, 5-10, 5-13, 6-2, 6-6 and 6-7; ARTEP 63-005-MTP, Task 63-1-1042 and 1050; Battle Command Techniques and Procedures, Chap 2 and 4]
 - 3a. The FSB commander updates his estimate based on his assessment of the current situation based on METT-T: [FM 100-5pp. 2-14, 2-15; FM 101-5, pp. 1-4 - 1-11, 9-85, Chap 4, App C]
 - 3a6 The battlefield operating systems (BOS). [FM 101-5, App C]
 - f) Combat service support.
 - (6) The FSB commander assesses personnel operations to ensure compliance with his guidance and intent.
 - (a) Morale, welfare, and recreation support is reviewed to determine that it is meeting requirements.
 - (7) The FSB commander assesses the status of morale in the BSA.
 - (8) The FSB commander ensures that all elements operating in the brigade AO, including division and corps assets, are provided levels I and II medical care. [FM 63-20, pp. 1-3 and 3-6]
5. **The forward support battalion commander directs and leads subordinate forces.** [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]
 - 5e. The FSB commander exercises leadership and maintains unit cohesion and discipline. [Battle Command, p. 11-15; FM 22-100, Chaps 4, 5 and 6]

- 5e1 The FSB commander checks and ensures that orders are executed; reinforces discipline by demanding compliance to standards and his guidance.
- 5e2 The FSB commander observes subordinates for:
 - a) Indicators of shortfalls in performance or manner of performance and takes corrective action as necessary.
 - b) Noteworthy performance so that he can praise accomplishments.
- 5e3 The FSB commander displays a calm presence to subordinates while clearly delineating guidance and providing precise and simple orders and instructions.
- 5e4 The FSB commander maintains a moral presence.
- 5e5 The FSB commander monitors subordinates and himself for degradation of mental and physical capability. [Battle Command, p. 27 and 28]
 - a) The FSB commander monitors his own physical and mental state and gets rest.
 - b) The FSB commander and subordinate leaders implement the FSB staff sleep plan. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (1) Coordinate with the FSB headquarters and supply company for a safe and secure sleep area for staff personnel. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (2) Develop a sleep plan that provides all soldiers 3 to 4 hours of uninterrupted sleep per day. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (3) Adjust the sleep plan as dictated by the tactical situation. [ARTEP 63-005-MTP, Task 63-1-R303]
 - c) The FSB staff section leaders implement task rotation or restructuring procedures. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (1) Cross-train unit personnel on all critical tasks. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (2) Implement a plan for rotation of staff personnel between demanding and non-demanding tasks. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (3) Assign two staff members to function independently on tasks requiring a high degree of accuracy. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (4) Adjust task rotation policies and procedures to the tactical situation. [ARTEP 63-005-MTP, Task 63-1-R303]
 - d) The FSB staff section leaders implement stress coping and management techniques. [ARTEP 63-005-MTP, Task 63-1-R303]

- (1) Implement a buddy system throughout the entire staff to observe signs of stress or battle fatigue. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (2) Provide instructions on relaxation techniques to all staff personnel. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (3) Reintegrate “return to duty” stress or battle-fatigue soldiers into their specific element or section. [ARTEP 63-005-MTP, Task 63-1-R303]
- e) The FSB commander and subordinate leaders implement stress treatment techniques. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (1) Implement a plan to deal with mild, seriously stressed, or battle-fatigue cases. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (2) Assign staff members showing signs of stress or battle-fatigue to simple tasks. [ARTEP 63-005-MTP, Task 63-1-R303]
- f) The FSB leaders employ preventive stress measures and take stress prevention actions. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (1) Maintain a positive attitude concerning the unit’s mission, purpose, and abilities. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (2) Comply with the FSB commander’s sleep plan. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (3) Identify other staff members who show signs of stress or battle fatigue. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (4) Report signs of stress or battle fatigue of other FSB staff members to their immediate supervisor. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (5) Provide the entire staff an accurate assessment of the friendly and threat situation. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (6) Brief the FSB commander’s intentions to all FSB staff personnel. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (7) Speak positively concerning the FSB’s missions, purposes, and abilities. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (8) Implement a positive attitude throughout the FSB staff. [ARTEP 63-005-MTP, Task 63-1-R303]
 - (9) Employ an information dissemination plan designed to quell and prevent rumors. [ARTEP 63-005-MTP, Task 63-1-R303]
- g) FSB staff officers supervise operations of their sections. [ARTEP 63-005-MTP, Task 63-1-1037]

5h. The FSB commander synchronizes the BOS during visits, backbriefs, and rehearsals. [FM 101-5, p. H-36 - H-42]

- 5h8 The FSB commander determines the FSB state of mission preparedness through inspections and visits. Inspects BSA units' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1037]
- b) Concentrates on those units and officers that demonstrate leadership weaknesses; checks/listens to be sure tasks are understood.
 - c) Inspects and spot-checks known weaknesses to ensure that they are corrected.
 - d) Makes a subjective assessment of cohesion, morale, and esprit.
 - e) When actions taken are not in accordance with decisions, FSB TSOPs, Army standards, and the FSB OPORD, refines plans and preparation efforts to counter weaknesses.
 - f) Expedites actions, fixes problems, ensures compliance with guidance, and sets and refines standards.
- 5h9 The FSB commander extends his command presence by directing members of his staff (the FSB XO, CSM, or one or more FSB staff members) to perform inspections and visits.
- 5h10 Inspections and visits are scheduled; units may be informed of times.

Component B: FSB units and soldiers exhibit discipline and motivation; units perform cohesively¹.

5. **The forward support battalion commander directs and leads subordinate forces.** [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]
- 5h. The FSB commander synchronizes the BOS during visits, backbriefs, and rehearsals. [FM 101-5, p. H-36 - H-42]
- 5h8 The FSB commander determines the FSB state of mission preparedness through inspections and visits. Inspects BSA units' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1037]
- b) Concentrates on those units and officers that demonstrate leadership weaknesses; checks/listens to be sure tasks are understood.
 - c) Inspects and spot-checks known weaknesses to ensure that they are corrected.
 - d) Makes a subjective assessment of cohesion, morale, and esprit.

¹ Observers should appraise FSB personnel and units for indicators of morale, discipline, and cohesion.

PRODUCT REVIEW MEASURES OF EFFECTIVENESS

The following tables and questions examine various aspects of directing and leading units during preparation for battle. Table 1 addresses FSB's monitoring of communications nets. Table 2 is about the evaluation of the tactical situation for the commander's estimate. Table 3 concerns the updating of operations products during the preparation phase. Table 4 captures data relevant to timely distribution of orders. Table 5 provides a place to record whether all critical information was communicated among staff sections, key leaders, and headquarters of higher, adjacent and subordinate units. Table 6 addresses contributions of participants in the FSB battalion rehearsal. Table 7 provides a set of measures of the FSB battalion commander's overall leadership. Table 8 addresses whether or not the FSB rehearsal coordinated and integrated combat service support for all supported brigade operations. Table 9 is concerned with FSB preparations for BSA defense.

Table 1. Operation and monitoring of communication nets.

Leave the block unmarked if communication was maintained to a degree that all information was transmitted and received. If non-critical information was lost because of interruptions in communication, enter an M (for Marginal performance). If critical information was not received, tag the incident by entering a number in sequence (1, 2, 3, . . .) and then indicate below the table the nature of the critical information that *was not* received (use METT-T factors to describe the information that was not received).

Communication Nets:	FSB CP
FSB command net.	
Brigade command net.	
DISCOM command/operations net.	
Brigade administrative and logistics (A/L) net.	
Rear operations communications net	

Briefly describe incidents of information not received (what METT-T information was not received and what happened because of this failure to communicate the information):

Table 2. Modifying FSB plan during the preparation phase.

This table guides the assessment of the FSB commander's and staff's performances in identifying information that will have an impact on the FSB's planned operation and their effectiveness in responding to identified situational change. A range of factors that are relevant to an FSB's situation and normal parts of an estimate of the situation are organized by METT-T. You may find it necessary to add other factors. The table is organized to record change to each METT-T factor, when the change was identified, and whether the response (e.g., change to the OPORD) was appropriate to the change in the situation. Rating begins with the second column. The first rating is whether the commander and staff had an accurate perception of each factor of the situation influencing the battle when the OPORD was issued. The second rating concerns whether factors of METT-T changed during the preparation phase before the start of the main battle. The third rating is concerned specifically with any change to the identified factors during or as a result of the rehearsal. The last column calls for the observer's judgment about whether the response made was appropriate to the situational change. For each case where the FSB did not detect the change, did not react, or seemed to react in an inappropriate manner, describe the impact of the reaction or lack of reaction in the section following the table.

METT-T Factors	Accurate at OPORD?	Change during preparation phase?	Change during rehearsal?	Appropriate response?
Mission				
Brigade commander's intent	Yes No	Yes No	Yes No	Yes No
DISCOM commander's intent	Yes No	Yes No	Yes No	Yes No
FSB commander's intent	Yes No	Yes No	Yes No	Yes No
Brigade concept of support	Yes No	Yes No	Yes No	Yes No
Brigade CSS plan	Yes No	Yes No	Yes No	Yes No
DISCOM concept of support	Yes No	Yes No	Yes No	Yes No
Specific missions and tasks	Yes No	Yes No	Yes No	Yes No
FSB task organization	Yes No	Yes No	Yes No	Yes No
Other--	Yes No	Yes No	Yes No	Yes No

Table 2. (Continued)

METT-T Factors	Accurate at OPORD?	Change during preparation phase?	Change during rehearsal?	Appropriate response?
Enemy Situation				
Capabilities	Yes No	Yes No	Yes No	Yes No
Activity	Yes No	Yes No	Yes No	Yes No
Strength	Yes No	Yes No	Yes No	Yes No
Locations	Yes No	Yes No	Yes No	Yes No
Probable COAs	Yes No	Yes No	Yes No	Yes No
Other--	Yes No	Yes No	Yes No	Yes No
Friendly Troops Location and Status				
Supply and equipment status of brigade units	Yes No	Yes No	Yes No	Yes No
Locations, activities, and intentions of supported units	Yes No	Yes No	Yes No	Yes No
Equipment and personnel status of FSB units	Yes No	Yes No	Yes No	Yes No
Disposition and locations of FSB units and assets	Yes No	Yes No	Yes No	Yes No
Disposition of units in BSA	Yes No	Yes No	Yes No	Yes No
Location of division and corps CSS elements with impact on FSB operations	Yes No	Yes No	Yes No	Yes No
Status of major weapons systems and critical pieces of equipment	Yes No	Yes No	Yes No	Yes No
Status of critical classes of supply	Yes No	Yes No	Yes No	Yes No
Status of medical evacuation (MEDEVAC) equipment	Yes No	Yes No	Yes No	Yes No

Table 2. (Continued)

METT-T Factors	Accurate at OPORD?	Change during preparation phase?	Change during rehearsal?	Appropriate response?
Status of patients in medical company	Yes No	Yes No	Yes No	Yes No
Status of current support requirements for brigade units	Yes No	Yes No	Yes No	Yes No
Other--	Yes No	Yes No	Yes No	Yes No
Terrain (Area of Operations)				
Weather effects on MSR	Yes No	Yes No	Yes No	Yes No
Weather effects on supply stocks	Yes No	Yes No	Yes No	Yes No
Weather effects on movement	Yes No	Yes No	Yes No	Yes No
Terrain effects on movement	Yes No	Yes No	Yes No	Yes No
Terrain effects on BSA defense	Yes No	Yes No	Yes No	Yes No
Other--	Yes No	Yes No	Yes No	Yes No
Time				
Status of preparation in relation to timelines	Yes No	Yes No	Yes No	Yes No
Time for FSB units to complete CSS tasks for brigade preparation	Yes No	Yes No	Yes No	Yes No
Time for BSA elements to complete all preparations	Yes No	Yes No	Yes No	Yes No
Other--	Yes No	Yes No	Yes No	Yes No
Commander's Overall METT-T Assessment				
FSB's ability to execute missions	Yes No	Yes No	Yes No	Yes No

Table 2. (Continued)

Impact of inappropriate reactions to METT-T changes:

Change	How FSB reacted	Consequences of reaction (or lack of reaction)

Table 3. Updates of operations products during preparation phase.

This table is intended to show whether each CP section maintained accurate and current operations products. Products listed may be employed by the section to update information so that appropriate actions may be taken to support the brigade. Some of these items are not required by doctrine or unit TSOP, so circle “N/A” if the item was not required by the TSOP or the particular section. If the item was required, then circle “Yes” if it was continually updated to be accurate and current or “No” if it wasn’t. On the following page, briefly state the consequences of any inaccurate or out-dated information reflected on a particular product. (There may be no consequences or impact in some instances.)

Products that may be employed by the FSB:	S2/3 Section	Support Operations Section
Operations overlay (brigade)	N/A Yes No	N/A Yes No
Intelligence overlay	N/A Yes No	N/A Yes No
Situation template overlay (brigade)	N/A Yes No	N/A Yes No
Modified combined obstacle overlay (brigade MCOO)	N/A Yes No	N/A Yes No
Fire support overlays and matrix	N/A Yes No	N/A Yes No
Decision support template (DST)	N/A Yes No	N/A Yes No
Synchronization matrix	N/A Yes No	N/A Yes No
CSS execution matrix	N/A Yes No	N/A Yes No
Support operations overlay	N/A Yes No	N/A Yes No
Situation posted on appropriate maps	N/A Yes No	N/A Yes No
CSS situation map and overlay	N/A Yes No	N/A Yes No
A/L overlay (brigade)	N/A Yes No	N/A Yes No
NBC overlay (brigade)	N/A Yes No	N/A Yes No
Rear operations overlay (BSA)	N/A Yes No	N/A Yes No
Air defense overlay (brigade and BSA)	N/A Yes No	N/A Yes No

Table 3. (Continued)

Products that may be employed by the FSB:	S2/3 Section	Support Operations Section
Movement overlay	N/A Yes No	N/A Yes No
BSA mobility/countermobility overlay	N/A Yes No	N/A Yes No
FSB status boards and charts	N/A Yes No	N/A Yes No
FSB operations journal/log	N/A Yes No	N/A Yes No
Communications network overlay and status	N/A Yes No	N/A Yes No
Timeline and status of FSB preparations for battle	N/A Yes No	N/A Yes No
Plans map (with overlays for future operations)	N/A Yes No	N/A Yes No
Other (1)	N/A Yes No	N/A Yes No
Other (2)	N/A Yes No	N/A Yes No

For the products that are marked “No,” describe the impact of the inaccurate or out-dated information (if any):

Section	Product	Inaccurate/out-dated information	Impact on mission execution

Table 4. Times orders were received.

This table concerns the timeliness of WARNOs and FRAGOs in cases where the FSB changes the plan during the preparation phase. (Tables 2 and 3 complement Table 4.) First, record the date and time when the commander decided to change the plan. Next, identify which units should receive WARNOs and FRAGOs. Write in designators for additional subordinate elements, field trains, supported units, adjacent units, and supporting units. Then, list the date and time each unit received each order.

Dates/times the FSB commander decided to change the plan: _____

Unit	WARNO(s)	Initial FRAGO	Final FRAGO (if issued)
Supply Company (Co)	Date: Time:	Date: Time:	Date: Time:
Maintenance Co	Date: Time:	Date: Time:	Date: Time:
Medical Co	Date: Time:	Date: Time:	Date: Time:
FSB Staff	Date: Time:	Date: Time:	Date: Time:
Brigade Rear CP	Date: Time:	Date: Time:	Date: Time:
TF1 Field Trains Command Post (FTCP)	Date: Time:	Date: Time:	Date: Time:
TF2 FTCP	Date: Time:	Date: Time:	Date: Time:
TF3 FTCP	Date: Time:	Date: Time:	Date: Time:
DISCOM	Date: Time:	Date: Time:	Date: Time:

Table 4. (Continued)

Unit	WARNO(s)	Initial FRAGO	Final FRAGO (If Issued)
MSB	Date: Time:	Date: Time:	Date: Time:
Engineer Bn Trains	Date: Time:	Date: Time:	Date: Time:
DS FA Battalion Support Operations Center (BSOC)	Date: Time:	Date: Time:	Date: Time:
ADA Battery Trains	Date: Time:	Date: Time:	Date: Time:
Military Intelligence (MI) Co Trains	Date: Time:	Date: Time:	Date: Time:
MP Platoon	Date: Time:	Date: Time:	Date: Time:
Other Bde Units:	Date: Time:	Date: Time:	Date: Time:
Adjacent Units:	Date: Time:	Date: Time:	Date: Time:
	Date: Time:	Date: Time:	Date: Time:
Supporting Units:	Date: Time:	Date: Time:	Date: Time:
	Date: Time:	Date: Time:	Date: Time:

Table 5. Communication among staff sections, and higher, adjacent, and subordinate units.

Complete this table by tagging each incident in which critical information was not communicated from one element to another. The FSB key personnel are indicated in the horizontal row at the top of the table. Listed vertically in the left column are the same positions followed by key personnel external to the battalion. Each occurrence of failure to communicate should be given an identification number on the chart for reference purposes. Insert the identifying number (in sequence: 1, 2, 3,...) in the appropriate cell. Following the table is space for notes on the nature of the problem. EXAMPLES OF USE: a) If in the first incident of failure to communicate during an exercise, the FSB S2/S3 had failed to inform the FSB commander (Cdr) about change to enemy capabilities, the observer would annotate "1" in the cell at the intersection of the S2/S3 vertical column and the horizontal row for the FSB commander. In the foregoing example, the observer might also record at the end of the table, "1: FSB S2/S3 did not appear to recognize significance of enemy activity vicinity of the MSR." b) If the second incident of failure to communicate was that the FSB support operations officer had not provided information to the Bde S4, the observer would annotate "2" in the cell at the intersection of the FSB support operations officer column and the Bde S4 row. The clarifying note would show "2: Support operations officer failed to provide status about emergency supply of Class V to TF ____." c) If in a third incident, the Bde S2 had failed to communicate with the FSB S2/S3 about an enemy chemical strike, the observer would annotate "3" at the intersection of the Bde S2 vertical column and the FSB S2/S3 row. The clarifying note at the bottom of the table might show, "3: Bde S2 radio problem prevented timely transmission of information about a persistent agent attack at Grid ____." d) If the fifth incident was the inability of the DISCOM S1 to provide information on replacements to the FSB S1, the observer would annotate "5" in the cell formed at the intersection of the DISCOM S1 row and the FSB S1 column. The note might reflect "5: Replacements arrived without warning. Unknown at this time why DISCOM S1 failed to inform FSB S1."

Table 5. (Continued)

	FSB Cdr	FSB CSM	FSB S1	FSB S2/3	FSB Support Operations Officer	FSB S4	FSB XO	Medical Co Cdr	Maintenance Co Cdr	Supply Co Cdr	Signal Node
Internal communications:											
FSB Cdr											
FSB CSM											
FSB S1											
FSB S2/3											
FSB Support Operations Officer											
FSB S4											
FSB XO											
Medical Co Cdr											
Maintenance Co Cdr											
Supply Co Cdr											
Signal Node											
External communications:											
Armored Brigade Commander											
Brigade S1											
Brigade S2											
Brigade S3											
Brigade FSO/Fire Support Element (FSE)											
Brigade Chemical Officer (CMLO)											
Brigade SO											
Brigade S4											
Brigade S5											
Brigade Surgeon											

Table 5. (Continued)

	FSB Cdr	FSB CSM	FSB S1	FSB S2/3	FSB Support Operations Officer	FSB S4	FSB XO	Medical Co Cdr	Maintenance Co Cdr	Supply Co Cdr	Signal Node
External communications: (cont'd)											
DISCOM Commander											
DISCOM CSM											
DISCOM XO											
DISCOM S1											
DISCOM S4											
DMOC											
DMMC											
DISCOM SPO											
DISCOM MCO											
MSB											
TF A FTCP											
TF B FTCP											
TF C FTCP											
DS FA BSOC											
Engineer (Engr) Bn Rear CP											
ADA Battery Trains											
MI Company Trains											
MP Platoon											
Other Unit Trains											

Table 5. (Continued)

Tag incidents with a number. Briefly describe incidents of information not received (what METT-T information was not received and what happened because of this failure to communicate the information):

[illegible]

Table 6. FSB rehearsal participants.

This table is based on doctrinal descriptions of rehearsals. It reflects likely participants in a brigade rehearsal and their roles or expected contribution to the conduct and the outcome of the rehearsal. This table was designed to capture rehearsal participants' contribution to the rehearsal. For each potential participant in the FSB rehearsal, indicate whether he or she was present, whether the projected contributions were made, and if they were adequate.

Participant	Present?	Contribution	Adequate?
FSB Cdr	Yes No	Control and participate. Make decisions relevant to refinement of plans. Brief participants prior to rehearsal. Establish standard and outcome/goals to be achieved. Test synchronization through DST and synchronization matrix. Exercise decision-making process anticipated for mission. Track the effects of FSB actions.	Yes No NA
FSB Subordinate Cdrs	Yes No	Describe their mission/tasks.	Yes No NA
A CO	Yes No	Demonstrate how their units will accomplish their mission/tasks.	Yes No NA
B CO	Yes No		Yes No NA
C CO	Yes No		Yes No NA
TF Support Platoon Leaders			
TF _____	Yes No		Yes No NA
TF _____	Yes No		Yes No NA
TF _____	Yes No		Yes No NA
BSA Subordinate Cdrs			
_____	Yes No		Yes No NA
_____	Yes No		Yes No NA
_____	Yes No		Yes No NA

Table 6. (Continued)

Participant	Present?	Contribution	Adequate?
FSB XO	Yes No	Describe positioning and movement of FSB CP. Ensure that changes to plan were recorded and products updated.	Yes No NA
FSB S2/3	Yes No	Describe overall operation. Synchronize timing of FSB to support maneuver Bde and BSA movement. Describe positioning and movement of FSB command group. Portray enemy actions and responses. Provide updated enemy and terrain information. Describe ADA coverage of the FSB/BSA, to include routes and positions. Portray enemy air avenues of approach and expected activity. Ensure that ADA elements rehearsed early warning and weapons control status changes. Describe NBC decon support of the FSB. Portray potential enemy use of chemicals against the FSB/BSA. Describe helicopter operations in support of the FSB.	Yes No NA
FSB support operations officer	Yes No	Describe the brigade plan and the brigade commander's intent by phase. Discuss possible branches and sequels. Describe the FSB commander's concept of support.	Yes No NA
FSB S4	Yes No	Describe CSS of FSB. Portray positioning and movement of CSS assets.	Yes No NA

Table 7. FSB leadership.

This table is designed to capture aspects of the FSB commander's leadership during mission preparation. Process statements are used to describe an aspect of the planning process. A numerical scale is included to identify the degree of proficiency to which the process was accomplished. Circling "1" on the scale means the task was not accomplished. ("2" and "3" are provided to allow differentiation between extremes.) Circling "2" means the task was poorly accomplished; "3" indicates the task was accomplished but requires training. Circling "4" means the task was performed in accordance with (IAW) doctrine. The paragraphs under the process statements are "anchors" to guide the assessor when determining whether the process statements were accomplished. The "anchors" are not meant to be all inclusive.

FSB commander did not check to see that his orders were carried out.	1	2	3	4	FSB commander checked to see that his orders were carried out.
FSB commander was not receptive to new information.	1	2	3	4	FSB commander sought and accepted new information.
FSB commander guidance and directives to staff had too little or too much detail.	1	2	3	4	FSB commander gave the staff the guidance and directives they needed.
FSB commander did not keep soldiers informed of the current situation.	1	2	3	4	FSB commander kept soldiers informed of the current situation.
FSB commander did not share hardships and dangers of his soldiers.	1	2	3	4	FSB commander did share hardships and dangers of his soldiers.
FSB commander did not ensure that soldiers had the opportunity to rest and eat as conditions permitted.	1	2	3	4	FSB commander ensured that soldiers had the opportunity to rest and eat as conditions permitted.

Table 8. Integration and coordination of combat, combat support, and combat service support.

Intent of this table is to record the FSB commander's and staff's ability before the battle to integrate and coordinate the elements of combat power represented by combat, combat support, and combat service support capabilities available to the FSB. "Integrated and coordinated" mean that the activities of the available elements of combat power can each be brought to bear on the battlefield at the appropriate times with the result that each is available to influence mission accomplishment as envisioned by the FSB commander. The commander's and staff's actions during the preparation phase must cause the elements of combat power to be deconflicted vertically, horizontally, and within the BOS to ensure that they can be brought together in a harmonious order or relationship during the battle. (Subsequent to this integration and coordination, the brigade commander will synchronize the capabilities of all of the elements of the brigade combat team.) Circle the response appropriate for the integration and coordination for each element of combat power. For those elements of combat power listed in the table but not available to the FSB, the observer should circle "N/A".

Considerations	Integrated and Coordinated?		
Intelligence, e.g.: <ul style="list-style-type: none"> • OPs/LPs (BSA elements, bases/base clusters) • MP platoon (as part of other responsibilities) • Acquisition of information from BSA elements (TFs, field trains, FA Bn ALOC, etc) 	Yes	N/A	No
Fire Support, e.g.: <ul style="list-style-type: none"> • Fire plan (expertise to plan from FA Bn administration and logistics operation center (ALOC)) • Observers • Communications for observers 	Yes	N/A	No
Command and Control, e.g.: <ul style="list-style-type: none"> • Communications • Organization of BSA • Future BSA sites • Tactical combat force (TCF) • Response force 	Yes	N/A	No
Maneuver, e.g.: <ul style="list-style-type: none"> • Plan for defense of BSA • RACO 	Yes	N/A	No

Table 8. (Continued)

Considerations	Integrated and Coordinated?
<ul style="list-style-type: none"> • Response force • TCF • ADC • Security for FLE and CSS activities • Local security (BSA elements, bases/base clusters) 	<div>Yes</div> <div>No</div> <div>N/A</div>
Mobility and Survivability, e.g.: <ul style="list-style-type: none"> • Obstacles for BSA defense • Maintenance of routes • Survivability positions for BSA and CSS activities • Decontamination sites 	<div>Yes</div> <div>No</div> <div>N/A</div>
ADA, e.g.: <ul style="list-style-type: none"> • Small arms for air defense (SAFAD) • ADA for BSA and CSS activities 	<div>Yes</div> <div>No</div> <div>N/A</div>
Combat Service Support, e.g.: <ul style="list-style-type: none"> • Priorities • Critical events • Critical times • ATPs • HET transfer points • ROM operations • Emergency resupply packages • Weapons system replacement operations (WSRO) • EPW operations in BSA • Locations of supply drop-off points, stock piles, and caches • Corps through-put 	<div>Yes</div> <div>No</div> <div>N/A</div>

Table 9. Defense of the BSA.

This table has four sections that address the preparations for the defense of the BSA. The first section concerns the appropriateness of the FSB troop leading procedures to the defense that was planned. The second section compares the number of weapons systems available for defense of the BSA with the number of weapons systems integrated into the defense. The third section asks about specific preparations. The fourth sections asks whether protective fires were planned.

Did the FSB commander, staff and FSB company commanders conduct troop leading procedures appropriate to the defense they planned for the BSA? Circle: Yes or No

List the weapons systems available for defense of the BSA, then indicate how many were integrated into the defense.

Weapons systems	Number available	Number integrated into defense of BSA
M1		
M2		
M3		
Other:		

Enter the numbers of positions and obstacles constructed for defense of the BSA:

Type of construction	Number required by METT-T	Number constructed to standard
Fighting positions		
Survivability positions		
Obstacles within FSB capability		
Obstacles to be constructed by engineers		

Were protective fires planned for defense of the BSA? Circle: Yes or No

REFERENCES

Field Manuals (FMs)

22-100	Military Leadership, July 1990
34-8	Combat Commander's Handbook on Intelligence, September 1992
34-130	Intelligence Preparation of the Battlefield, July 1994
63-20	Forward Support Battalion, January 1990
100-5	Operations, June 1993
100-10	Combat Service Support, October 1995
101-5	Command and Control for Commanders and Staff, August 1993

Army Training and Evaluation Program (ARTEPs)

63-005-MTP*	Mission Training Plan, Battalion Headquarters, Forward Support Battalion, Heavy and Motorized Battalions, October 1988
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* Actual source was the draft MTP being designed by CASCOM to replace this MTP.

Battle Command Battle Laboratory Publication

Battle Command: Leadership and Decision Making for War and Operations Other Than War, Battle Command Battle Laboratory, Fort Leavenworth, KS, April 1994

Battle Command Techniques and Procedures: A Commander's Guide for the Coordination and Execution of Battlefield Operating Systems, Battle Command Battle Laboratory, Fort Leavenworth, KS, April 1995

U.S. Army Training and Doctrine Command Pamphlet (TRADOC Pam)

11-9	Blueprint of the Battlefield, May 1991
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Appendix A
ACRONYMS AND ABBREVIATIONS

AAR	after-action review
ABE	assistant brigade engineer
AD	air defense
ADA	air defense artillery
ADALO	air defense artillery liaison officer
ADC	area damage control
ADP	automated data processing
A/L	administrative/logistics
ALOC	administration and logistics operation center
AN	author note
AO	area of operations
App	appendix
ARI	Army Research Institute
ARTEP	Army Training and Evaluation Program
ASL	authorized stockage list
ASP	ammunition supply point
ASR	alternate supply route
ATP	ammunition transfer point
AXP	ambulance exchange point
BAS	battalion aid station

BCOC	base cluster operations center
BDAR	battle damage assessment and repair
Bde	brigade
BF	battlefield function
BMO	battalion maintenance officer
Bn	battalion
BOS	battlefield operating system(s)
BSA	brigade support area
C2	command and control
C3	command, control, and communications
CCF	critical combat function(s)
CCIR	commander's critical information requirements
Cdr	commander
CESO	communications-electronics signal officer
CL	class
CL I	subsistence items
CL II	individual equipment, clothing tool sets, house keeping supplies
CL III	petroleum, oils, lubricants
CL IV	construction and barrier material
CL V	ammunition
CL VI	personal demand items

CL VII	major end items
CL IX	repair parts and components
CMLO	chemical officer
CMT	company maintenance team
Co	company
COA	course of action
CP	command post
CPX	command post exercise
CS	combat support
CSA	corps support area
CSM	command sergeant major
CSS	combat service support
CSSAMO	combat service support automation management officer
CSSCS	combat service support control system
DA	Department of the Army
DAO	division ammunition officer
DISCOM	division support command
DMMC	division material management center
DMOC	division medical operations center
DMP	decision-making process
DS	direct support
DSA	division support area

DST	decision support template
DTDD	Directorate of Training Development and Doctrine
ECCM	electronic counter countermeasures
EEFI	essential elements of friendly information
Engr	engineer
EPW	enemy prisoner(s) of war
FA	function analysis
FFIR	friendly forces information requirements
FLE	forward logistics element
FM	field manual
FM	frequency modulated
FRAGO	fragmentary order
FSB	forward support battalion
FSE	fire support element
FSEM	fire support execution matrix
FSO	fire support officer
FTCP	field trains command post
FTX	field training exercise
FXXITP	Force XXI Training Program
G5	Assistant Chief of Staff, civil affairs
GRREG	graves registration

HET	heavy-equipment transporter
HHC	headquarters and headquarters company
HQ	headquarters
HSS	health service support
IAW	in accordance with
INTSUM	intelligence summary
IPB	intelligence preparation of the battlefield
IR	information requirements
ITTBBST	Innovative Tools and Techniques for Brigade and Below Staff Training
LNO	liaison officer
LOC	lines of communication
LOGPAC	logistics package
LOGSTAT	logistics status
LP	listening posts
LRP	logistics release point
LZ	landing zone
MBA	main battle area
M/CM/S	mobility/counter-mobility/survivability
MCO	movement control officer
MCOO	modified combined obstacle overlay

MDMP	military decision-making process
MEDEVAC	medical evacuation
METT-T	mission, enemy, terrain, troops, and time available
MI	military intelligence
MMC	material management center
MOPP	mission-oriented protective posture
MOS	military occupational specialty
MP	military police
M/S	mobility-survivability
MSB	main support battalion
MSR	main supply route
MST	maintenance support team
MTP	mission training plan
NBC	nuclear, biological, and chemical
NBCWRS	NBC warning and reporting system
NCS	net control station
NTC	National Training Center
O&I	operations and intelligence
OCOKA	observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach
OP	observation post
OPCON	operational control

OPFOR	opposing forces
OPLAN	operations plan
OPORD	operations order
OPSEC	operations security
Pam	pamphlet
PERSTATREP	personnel status report
PIR	priority intelligence requirements
PLL	prescribed load list
POL	petroleum, oils, and lubricants
R&S	reconnaissance and surveillance
RACO	rear area combat operations
RCPOC	rear command post operations center
ROM	refuel-on-the-move
S1	adjutant/personnel officer, brigade and battalion staff
S2	intelligence officer, brigade and battalion staff
S3	operations and training officer, brigade and battalion staff
S3 Air	operations and training officer - air operations, brigade and battalion staff
S4	supply/logistics officer, brigade and battalion staff
S5	civil-military operations, brigade and battalion staff
SAFAD	small arms for air defense
SIDPERS	standard installation/division personnel system

SO	signal officer
SOI	signal operating instructions
SPBS-R	standard property book system - redesigned
SPO	security, plans, and operations
SPOTREP	spot report
TCF	tactical combat force
TEWT	tactical exercise without troops
TF	task force
TOW	tube-launched, optically tracked, wire-guided missile
TRADOC	U.S. Army Training and Doctrine Command
TSOP	tactical standing operating procedures
USAARMC	United States Army Armor Center
USAARMS	United States Army Armor School
WARNO	warning order
WSRO	weapons systems replacement operations
XO	executive officer